HUMAN RESOURCE AND SUPPLY CHAIN STRATEGY TO IMPROVE COMPANY PERFORMANCE THROUGH ORGANIZATIONAL CAPABILITY IN PT POS INDONESIA

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ABSTRACT

Growing services companies caused a tighten business competition in market for shipping goods and document packages. Providing best service strategy and also presenting a variety of innovative services for delivering goods and document attract many consumers. The research has a goal to test whether there is an influence between strategic human resource management (SHRM), strategic supply chain management (SCM) through company capabilities on improving performance of Indonesian Postal Companies in Bekasi area. The research was conducted at Head Office of PT Pos Indonesia Bekasi City. Questionnaires of each variables distributed in form of questions that represent dimensions with a total sample of 156 respondents. To analyze data used SEM with help of AMOS software. Finally, following research results were obtained: (1) implementation of SHRM has a positive and significant effect on organizational capability; (2) implementation of SCM strategies has a positive and significant effect on organization capability; (3) implementation of SHRM has a positive and significant effect on SCM strategy; (4) organizational capability has a positive and significant effect on company performance; (5) implementation of SCM strategy has a positive and significant effect on performance through organizational capabilities and (6) level of implementation of SHRM has a positive and significant effect on company performance through organizational capabilities. From results of study, it is suggested that organizations focus more on developing organizational capabilities, especially through strategic HRM as business partner and SCM strategy.

Keywords: Strategic Human Resource Management, Supply Chain Management, Organizational Capability, and Company Performance.

1. Introduction

The global era (Handfield, 2002) is characterized by increasingly competitive business competition with very dynamic changes: technological advances, global trading system and a dynamic world political economy. Companies are encouraged to be better able to understand structural changes and choose effective strategies for fierce competition with competitors. Competition in current global

era also occurs in the freight forwarding service industry. This phenomenon is due to increasing consumer demand for goods delivery services. Existing companies are required to compete with new investors who enter the service market with strong capital.One of strategies that companies can do in improving their performance is by managing their human resources. Strategic Human Resource Management (SHRM) can be defined as alignment of human resource management with strategic goals and objectives to leverage business performance and build organizational culture. It is hoped that innovation and flexibility are enhanced through deployment patterns and human resource planning activities aimed at helping organizations achieve their goals (Dessler, 2020).

An increase in performance is also carried out by PT Pos Indonesia, where PT Pos is one of State-Owned Enterprises (BUMN) which is engaged in business sector, namely shipping and service. PT Pos Indonesia has two strategies in logistics sector in order to become a quality company and increase its professionalism in shipping services. Judging from competitiveness in freight forwarding services, PT Pos Indonesia uses a Supply Chain Management (SCM) strategy in managing its delivery of goods by utilizing the SCM system to manage supplier accounts.In Rachbini's research (2017), it is stated that dimensions of SCM: Information Sharing, Cooperation and Integration Process have a positive and significant effect on company performance. Meanwhile, the Long Term Relations dimension has no significant effect on the Company's Performance. These results were obtained from respondents as many as 165 companies in Indonesia using a questionnaire as a measuring tool.

In another study, Analysis of Effect of Human Resource Strategy on Company Performance was investigated (Mesra, 2015). The results obtained: strategic practice of human resource management has a positive and insignificant effect on company performance. While results of research from Dhany Iskandar (2018) provide evidence that HR management has an effect on company performance based on testing and the value of the Critical Ratio (CR), meaning that the influence of HR management on company performance is significant and positive. Based on the above background, purpose of this research is to analyze: the influence of Strategic Human Resource Management (SHRM) on Organizational Capabilities; analyze impact of Supply Chain Management Strategy (SCM Strategy) on Organizational Capabilities; influence of the Human Resource Management Strategy on the SCM Strategy; effect of Organizational Capability on Company Performance Improvement; direct impact of SCM Strategy on Company Performance Improvement through Organizational Capabilities; and the influence of SHRM on Company Performance through Organizational Capabilities.

2. Literature Review

In this study, theoretical foundations used are Strategic Management as a grand theory, Company Performance theory as a middle-range theory, Human Resource Management Strategy, Strategic Supply Chain Management and Organizational Capabilities as applied theory and the interrelationships between the variables to be studied and hypotheses. Hypothesis, which will prove later in this thesis.

Strategic Management

Strategic management is defined as the art and science of formulating, implementing, and evaluating operational decisions that enable an organization to achieve its goals (David, 2016).

Figure 1. Strategic Management Process

Sumber: Barney, 2010

1. The types of Strategic Management, according to David, 2016 are as follows:
2. The Integration Strategy consists of: Forward integration, Backward integration, and Horizontal integration.
3. Intensive Strategy consists of Market Penetration (market penetration), Market Development (market development), Product Development (product development).
4. The diversification strategy consists of related diversification, unrelated diversification.
5. Defensive Strategy consists of Retrenchment, Divestiture, Liquidation.

Company Performance

Performance is defined as the result of a level of success of a person either overall during a specific period in carrying out tasks compared to various possibilities, such as work standards, targets or targets or criteria that have been determined in advance and have been mutually agreed upon (Rivai, 2006: 14). This follows the phenomenon that occurs in the research subject.

Requirements for Quality Performance Measurement

The company can qualify if it meets several performance requirements as a benchmark (Rivai, 2006: 19-2). There are 3 (three) main requirements in a Company Performance measurement namely: 1) Input (potential): "Input is a resource used for the implementation of a policy, program, and activity." 2) Process (implementation): In this implementation phase, it is necessary to consult with as many individuals and groups as possible to ensure that all aspects of the measurement are connected so that it can run well. This process can be done by conducting a briefing (short explanation) or by training. 3) Output (result): "Output is a result that has been achieved from a program, activity, or policy." For a company's performance measurement to be of good quality, the following requirement is regarding the output of the performance measurement itself, where the clarity of the assessment results and the success of performance measurement as an increase in the quality of performance.

Key Performance Indicators

To measure the success of Company's performance can be used Key Performance Indicators (KPI). Other roles apart from being a measure of level of success in Company's performance, among others are as follows: 1) As an indicator for employees to know where the employee has to work and produce output in accordance with predetermined targets; 2) As a means of communication between superiors and subordinates or the Company to all lines of the organization; 3) As a media that explicitly states process capabilities that must be achieved, so that Company's targets are also achieved.

Human Resource Management Strategy

According to Dessler (2020) *strategic human resource management* is how about engage *Human Resource Managemen* within goals and strategic plan to improve businessperform and build organizational culture by improving innovation and flexibility. In other words, about how planning activity of human resource to help organization reach their goals.

Figures 2. Human Resource Management Strategy
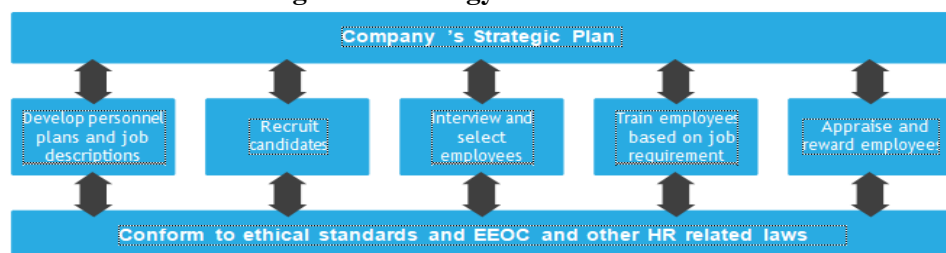
The Role of Strategic Human Resource Management

Human Resource Management activities are structured based on regulating HRM processes and managing people. According to Ulrich (Sadana, 2015), there are 4 (four) principles of the role of HRM strategy, namely as follows: 1) Management of strategic HR management: The role of HR, in this case, is in line with the company's business goals. So that organizational planning is supported by HR strategies and practices. The designation for this role HR acts as a strategic partner; 2) Management Enterprise infrastructure management: Organizational infrastructure is supported in the traditional HR role. As the person in charge of the company's infrastructure, it is ensured that the processes within the organization are run according to the designs drawn up by HR professionals. In addition, organization is confirmed to run effectively by implementing staffing, training, gifts, awards, promotions, and other matters related to employees in organization. 3) Management Employee contribution management: The role of contribution to employees is carried out by HR professionals through involvement in daily matters, caring, and paying attention to employee needs. To be successful in achieving organizational success, role of HR professionals is needed in managing employee contributions. 4. Management of transformation and change: Transformation includes fundamental cultural differences in company; HR professionals direct adaptation as both cultural guardians and cultural filters.

Dimensions of Human Resource Empowerment

Empowerment of human resources means empowering all human resources owned by an organization. According to Sedarmayanti (2001:320), variables of human resource empowerment include following dimensions: 1) Employee recruitment, 2) Employee selection, 3) Employee placement, 4) Employee development, 5) Employee maintenance, 6) Employee utilization, and 7) Termination of employees.

Supply *Chain Management Strategy*

A production creation process that is created and delivered to consumers efficiently has become a general understanding of Supply Chain Management (SCM). From a structural point of view, SCM is structured as a distribution network between suppliers that maintains business partners to acquire raw materials, produce and deliver them to consumers. This superior ability to regulate the flow of goods or products in a supply chain is what Watanabe (2001) conveys as the primary goal of SCM. The main objectives of SCM are: 1) Timely delivery of products, 2) Cost reduction, 3) Focus on increasing yields, and 4) Focus on planning and distribution activities.

Benefits of Supply Chain Management

The company organization should implement HR. The benefits that will obtain by implementing SCM (Jebarus, 2001) include: 1) Customer Satisfaction, 2) Increased Revenue, 3) Cost Reduction, 4) Higher Asset Utilization, 5) Increased Profit, and 6) Growing Company

Dimensions of Supply Chain Management

According to Li, Suhong et al., (2006:110) in the supply chain, there are usually three kinds of flow that must manage. The three are:

a. Strategic supplier partnership: It is possible to have strategic alliances with suppliers to make the organization work more effectively—especially cooperation with several important suppliers who are willing to share responsibility for the product's success.
b. Customer relationship: All SCM practices are used to manage customer complaints, build long-term relationships with customers, and increase satisfaction.

c. Information Sharing: In research (Suharto and Devie, 2013) it is explained that information sharing between business partners can be in the form of strategic tactics, general market conditions, and information about customers.

Organizational Capabilities

Several studies discuss organizational capabilities. In this study, notion of capability is used as an ability to be able to exploit both the resources owned within and within organization, as well as self-potential to carry out certain activities or a series of activities (Amir, 2011: 86). Another researcher also explained that organizational capability is placement and utilization of resources to fulfill desires and results desired by organization (Sampurno, 2011: 52).

Dimensions of Organizational Capabilities
The dimensions of organizational capability include several interrelated things. According to Leonard and Barton, there are four interlinked dimensions to support organizational capacity (Kusumasari, 2014: 46), which are as follows:
1. Knowledge and skills: This dimension is the most often associated with abilities that are most suitable for organizational development.
2. Knowledge and skills are inherent in the technical system.
3. The process of knowledge creation and control guided by an organizational system.
4. Dimensions are represented by values and norms related to various types of knowledge that are realized and attached to the process of creating and controlling ability.

Thinking Framework
Based on description of theory, it can be assumed that when PT Pos Indonesia has an excellent Human Resource Strategic in managing its employees, it will directly affect company's level of capability and performance. In addition, company's supply chain management strategy will moderate company's performance to be even better, both in terms of procurement of goods and determination of accuracy, as well as speed in delivery of goods to improve the quality of the company's performance itself. Thus there are 4 (four) variables in this study, namely:
1. Strategic Human Resource Management as an Independent variable (X1).
2. Strategic Supply Chain Management as an Independent variable (X2).
3. Organizational Capabilities as Intervening/Moderating (M) variables.
4. Company Performance as Dependent variable (Y).

The framework of the conceptual model of how theory relates to various factors that have been defined as important. Then a framework can be described as follows:

Figure 3. Thinking Framework
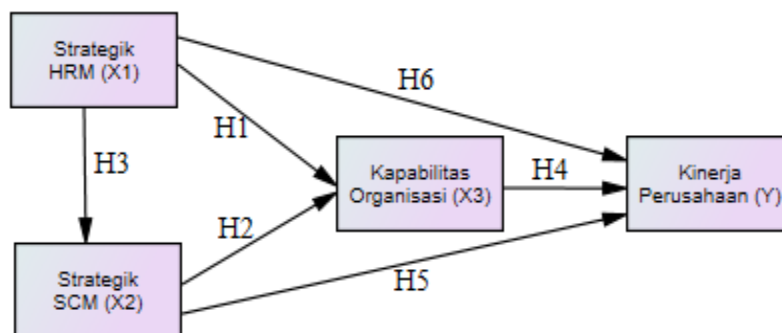
Source: The author's research results, 2019.

Hypothesis

The hypothesis of this research is as follows:

H1: Strategic HRM has a positive and significant effect on Organizational Capability.

H2: Strategic SCM has a positive and significant effect on Organizational Capability.

H3: Strategic HRM has a positive and significant effect on SCM Strategy.

H4: Organizational Capability has a positive and significant effect on the company's performance.

H5: Strategic SCM has a direct and significant positive effect on Company Performance through Organizational Capabilities.

H6: Strategic HRM has a positive and significant effect on Company Performance through Organizational Capabilities.

3. Methods/Materials

The following are operational variables used in this study: Dependent Variable consist of Company Performance (Y). The indicator used are Work Performance, Career Path Improvement, Work Skills, Presentation of Employee Satisfaction, Achievement of Work Targets, Level of Achievement of Employee Productivity, Level of Employee Loyalty. In independent variable, this research used

a) Human Resource Management Strategy (X1) using dimensions: Employee Criteria needed, Number of employees required, Recruitment implementation time, Work Competence, Work Productivity, Work Discipline, Length of Work, Job Position, Employee Ability,

b) Supply Chain Management Strategy (X2) using dimensions: ,anaging customer complaints, Building long-term relationships with customers, Increasing customer satisfaction, Effectiveness of work with suppliers, Responsibility for product success, Strategy tactics, General market conditions, Information about customer

c) Organizational Capability (X3) using dimensions: Ability to foster employee morale, Responsibility for handling before and after sales, Ability to establish relationships with buyers, Ability to develop relationships with suppliers, Employee discipline, Employee Responsibilities, Management of customer and supplier data systems.

Data Analysis Techniques

Data were collected by survey method. The research sample used purposive and representative sampling techniques (Sugiyono, 2021: 132) and obtained 156 respondents, namely permanent employees of PT Pos Indonesia Bekasi City. In measuring a variable, questionnaire data in this study was measured using a Likert scale ranging from 1 to 5, with the choices being Strongly disagreed (STS), Disagree (TS), Neutral (N), Agree (S), Strongly Agree (SS).).

A validity test is used to show extent to which a statement in a questionnaire can reveal something that questionnaire will measure. This validity test ensures that each question will be classified on the predetermined variables (construct validity). If size represents construct, then research measure instrument is valid or valid. According to Groves in Silalahi Ulber (2015), validity is expressed by a number between 0.0 to 1.0. If the number higher, its validity would be higher as well.

A reliability test is used to measure whether a respondent's answer is consistent or stable over time. A scale or instrument measuring data and the resulting data is called reliable or reliable if the instrument consistently produces the same results every time a measurement is made. For example, suppose the results of the reliability test show 0.70. In that case, the instrument size indicates satisfactory internal consistency reliability so that it is suitable for use as a research measure instrument (Hair et al. in Silalahi Ulber, 2015).

The data analysis method used in this research is SEM (Structural Equation Modeling) analysis using AMOS 22.0 statistical software.Before evaluating structural model, it is necessary to test

assumptions on model so that model can be appropriately developed and precisely. The assumption test conducted in this study is univariate normality. This normality criterion is determined from the value of c.r. the expected skewness is + 2.58. After evaluating overall model, standard for assessing whether data to be processed meets assumptions or not, which can be done with an assessment of goodness of fit or a fit test. According to Ghozali (2013), the criteria in the integrity of fit test are as follows:

Table 1. *Goodness-of-Fit Test*

X^2 – Chi-Square	< Chi Square Tabel
Significance Probability	≥ 0.05
RMSEA	≤ 0.08
GFI	> 0.90
AGFI	> 0.90
CMIN/DF	≤ 2
TLI	> 0.90
CFI	> 0.90
IFI	>0.95
NFI	>0.90

Source: Ghozali (2013).

Hypothesis Test

This test was carried out after the SEM test was carried out using goodness of fit, namely measuring feasibility of model and overall effect of exogenous variables on endogenous variables. The hypothesis can be accepted if critical ratio is 1.96 at a significant level of alpha 0.05 or test criteria for the P value are expected to be smaller than research alpha value, which is 5%.

4. Results and Discussion

A good instrument must meet two requirements: valid and reliable because it is necessary to test validity and reliability. First, validity test is done by measuring whether or not a statement item on the questionnaire is valid. The level of validity can be measured by comparing the r count with the r table. In this study, validity of indicators was analyzed using df (degree of freedom) with formula df = n-k, where n = number of samples and k = number of independent variables. So the df used is 100-3 = 97 at a significant level of 0.05, then it produces a value of r table (two-sided test) of 0.1663. The results of the validity test can be seen in the following table:

Table 2. Validity Test Results

Variabel	Item	Corrected item-total correlation	Keterangan
Strategi Sumber daya Manusia (X₁)	SDM1	0,753	Valid
	SDM2	0,776	Valid
	SDM3	0,744	Valid
	SDM4	0,852	Valid
	SDM5	0,746	Valid
	SDM6	0,612	Valid
	SDM7	0,541	Valid
	SDM8	0,364	Valid
	SDM9	0,725	Valid
Strategi Supply Chain Management (X₂)	SSM1	0,825	Valid
	SSM2	0,794	Valid
	SSM3	0,793	Valid
	SSM4	0,797	Valid
	SSM5	0,782	Valid
	SSM6	0,712	Valid
	SSM7	0,754	Valid
	SSM8	0,765	Valid
Kapabilitas Organisasi (X₃)	KP1	0,855	Valid
	KP2	0,874	Valid
	KP3	0,886	Valid
	KP4	0,849	Valid
	KP5	0,865	Valid
	KP6	0,778	Valid
	KP7	0,645	Valid
Kinerja Perusahaan (Y₁)	KN1	0,816	Valid
	KN2	0,805	Valid
	KN3	0,788	Valid
	KN4	0,795	Valid
	KN5	0,837	Valid
	KN6	0,891	Valid
	KN7	0,896	Valid

Source: Data processed, 2019.

Based on the table above, it shows that all indicators used in this study have a correlation coefficient that is greater than r-table for value of n-100 respondents with a df value of 98, which is 0.1654. Thus, this shows that all indicators as a measure of each of these variable constructs are valid.

Data Reliability Test

Testing the reliability of instrument in this study used Alpha Cronbach technique where sample size was 100 respondents. A research instrument is declared reliable if the alpha value > 0.60. The results of reliability test can be seen in following table:

Table 3. Reliability Test Results

| Variabel	Cronbach's Alpha	Keterangan
Strategi Sumber daya Manusia (X₁)	0,832	Reliabel
Strategi Supply Chain Management (X₂)	0,890	Reliabel
Kapabilitas Organisasi (X₃)	0,840	Reliabel
Kinerja Perusahaan (Y)	0,917	Reliabel

Source: Data processed, 2019.

Based on the table above, it can see that the Cronbach Alpha of all instruments is more significant than 0.6. It shows that these measurements can provide consistent results if repeated measures are made on the same subject.

Model Drawing Data Analysis
The analysis model in this study is as follows:

Figure 4. Model Drawing
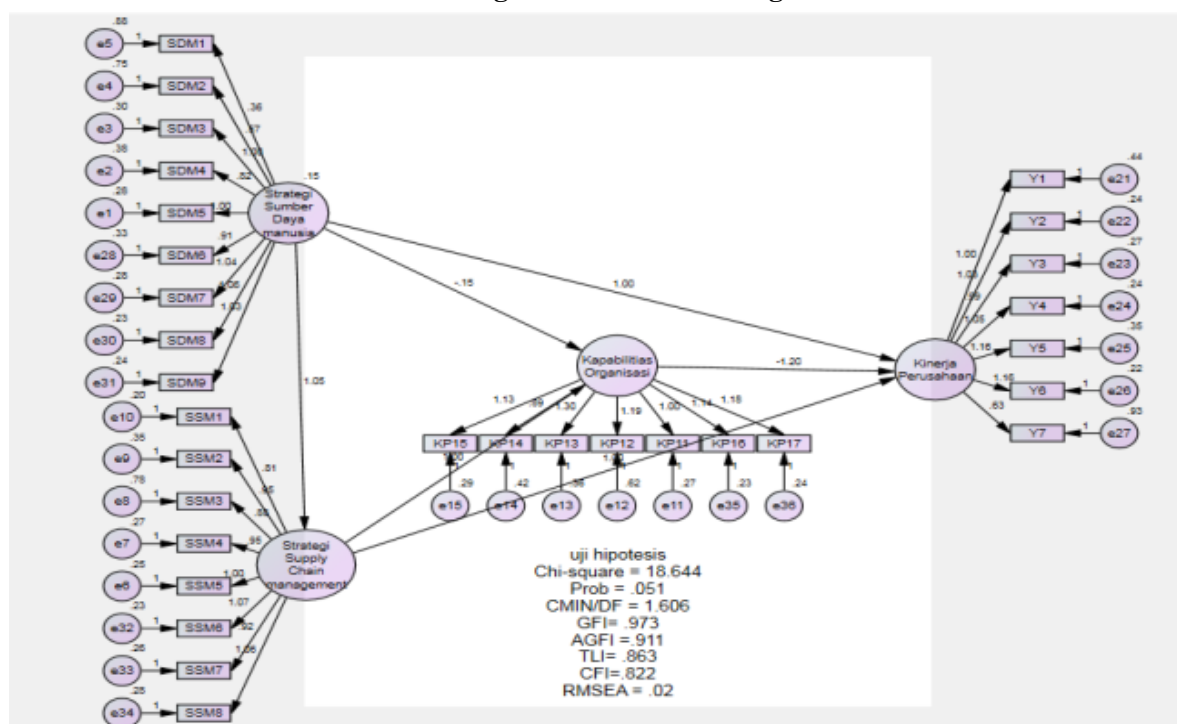
Source: Data processed, 2019.

Based on the picture above, it can be seen that there are four endogenous variables, namely SSM (Supply Chain Management), KO (Organizational Capability), KP (Company Performance), and HR (Human Resource Management) variables, all of which are latent variables that have several indicators to reflect the latent variables.

The goodness of Fit test results

The results of model construct test are presented in following table and evaluated based on goodness of fit indices. The model and critical criteria that have data suitability can be seen in following table:

Table 4. *Goodness of Fit Test*

Goodness of Fit Index	Cut-off Value	Default Model	Evaluasi Model
Chi-Square	Semakin kecil, semakin baik	18,644	
Probability	≥ 0,05	0,051	*Good Fit*
CMIN/DF	≤ 2,00	1,606	*Good Fit*
GFI	≥ 0,90	0,973	*Good Fit*
AGFI	≥ 0,90	0,911	*Good Fit*
TLI	≥ 0,90	0,863	*Mendekati fit*
CFI	≥ 0,90	0,822	*Mendekati Fit*
RMSEA	≤ 0,08	0,02	*Good Fit*

Source: Data processed, 2019.

Based on the summary of goodness of fit test results above, it can seem that goodness of fit test results after modifying value follows criteria and are declared a good fit. Thus, model is acceptable, and there is a match between model and data. Hypothesis testing is done by looking at C.R (critical ratio) value contained in the Amos 22.0 output table regarding the regression weight, which is shown in following table:

Table 5. *Estimasi Parameter Regression Weight Modification*

			Estimate	S.E.	C.R.	P
Strategi_Supply_Chain_management	<---	Strategi_Sumber_Daya_manusia	1.050	.142	7.380	***
Kapabilitias_Organisasi	<---	Strategi_Sumber_Daya_manusia	.149	.137	3.086	.002
Kapabilitias_Organisasi	<---	Strategi_Supply_Chain_management	.364	.180	2.020	.043
Kinerja_Perusahaan	<---	Kapabilitias_Organisasi	1.200	.244	4.918	***
Kinerja_Perusahaan		Strategi_Supply_Chain_management, kapabilitas organisasi	0.245	0.063	2.333	0.002
Kinerja_Perusahaan		Strategi_Sumber_Daya_manusia, kapabilitas organisasi	0.112	0.081	2.549	0.001

Source: Data processed, 2019.

Intervening data

Hypothesis testing to ensure that there is a direct or intervening effect of supply chain management on company performance through organizational capability, and the intervening impact of resource strategy on company performance through organizational capacity will be carried out Sobel test. The regression coefficients and standard error of the dependent and mediating variables can be seen below.

Table 6. Direct Effect

	career	
	Koefisien	**Std Err**
supply chain managment	0.245	0.063
strategi sumber daya manusia	0.112	0.081

Source: Data processed, 2019.

To facilitate the calculation, an online calculator is used which can be accessed at www.danielsoper.com, with the following results:

Table 7. Sobel Test Results on Intervening Effects Between Variables

Jalur (*Path*)	z hitung	z tabel (5%)	Keterangan
(H5)	2.333	1,965	Signifikan
(H6)	2.549	1,965	Signifikan

Source: primary data analysis (2019).

It can be seen from the table above that it is used as the primary reference for testing hypothesis in this study. The test criteria is to reject HO if Critical Value CR is 1.965 or the p-value is less than equal to 0.05. The results of testing all hypotheses in this study are as follows:

1. H1: HRM strategy has a positive and significant effect on Organizational Capability.

Based on data in illustration model, validation test in path analysis can be seen that effect of HRM strategy on Organizational Capability has a z count of 3,068 > a z value of table (5%) 1,965, this value indicates a significant effect. So the higher implementation of HRM strategy, higher organizational capability at PT Pos Indonesia Bekasi City. Thus, first hypothesis, which states that the performance of HRM strategy has a positive and significant effect on the level of organizational capability, is proven.

2. H2: SCM strategy has a positive and significant effect on Organizational Capability.

Based on data in illustration model, validation test on path analysis can be seen that effect of SCM strategy on Organizational Capability has a z count 2,020 > z table value (5%) 1,965, then this value indicates a significant impact. So better implementation of SCM strategy means higher organizational capability at PT Pos Indonesia in Bekasi City. Thus second hypothesis, which states that implementing supply chain strategy has a positive and significant effect on organizational capability, is proven.

3. H3: HRM strategy has a positive and significant effect on SCM Strategy.

Based on data on illustration model, validation test on path analysis can be seen that effect of the HRM strategy on the SCM strategy has a z count of 7.380 > z table value (5%) 1.965, then this value indicates a significant effect. So higher implementation of HRM strategy, higher SCM strategy at PT Pos Indonesia Bekasi City. Thus third hypothesis, which states that implementation of HRM strategy has a positive and significant effect on implementing SCM strategy, is proven.

4. H4: Organizational Capability has a positive and significant effect on Company Performance.

Based on data in illustration model, validation test on path analysis can be seen that effect of capability on company performance has a z count of 4.918 > z table value (5%) 1.965; then this value shows a significant impact. So higher level of organizational capability means higher level of performance at PT Pos Indonesia Bekasi City. Thus fourth hypothesis, which states that level of

organizational ability has a positive and significant influence on the level of company performance, is proven.

5. H5: SCM strategy has a direct and significant positive effect on Company Performance through organizational capability.

Based on data in illustration model, validation test in path analysis can be seen that influence of SCM strategy on company performance through organizational capability has a z count of 2,333 > z table value (5%) 1,965, then this value shows results of a significant influence on intervening effect of supply chain management. on company performance through organizational capabilities. Thus, fifth hypothesis which states that it is suspected that implementation of supply chain management strategy has a positive influence the Company's performance through proven organizational capabilities.

6. H6: HRM strategy has a positive and significant impact on company performance through organizational capabilities.

Based on data in illustration model, validation test on path analysis can be seen that influence of HRM strategy on company performance through organizational capability has a z count of 2,549 > z table value (5%) 1,965. The significance of effect of resource strategy intervening on company performance through organizational capability is shown in these results. So the higher implementation of HRM strategy, the higher level of performance at PT Pos Indonesia in Bekasi City. Thus, it is concluded that sixth hypothesis that level of HRM strategy implementation has a positive and significant effect on level of company performance is proven.

Hypotheses 1, 3 and 6 are partially supported by previous research (Mesra, 2015) which states that strategic practice of human resource management has a positive effect. The novelty is in its significance. This is in line with Iskandar's research (2018) that HR management has an effect on company performance based on testing and value of Critical Ratio (CR). Hypotheses 2 and 5 are supported by previous research by Rachbini (2016) that SCM has a positive and significant effect on company performance. Hypothesis 4 is novelty of this study which shows organizational capability as a latent variable moderating two other variables: HRM Strategy and SCM Strategy. Organizational capability has a positive and significant influence directly and together with other variables on level of performance.

5. Conclusion

After completing discussion in this study, following conclusions can be drawn. The strategic implementation of human resource management and strategic implementation of supply chain management has a positive and significant impact on organizational capabilities. The strategic implementation of human resource management has a positive influence, and level of organizational capability has a positive and significant impact on level of company performance. Strategic implementation of supply chain management and level of strategic implementation of human resource management have a positive and significant impact on level of company performance through organizational capabilities.

After analyzing and interpreting results of this study, several obstacles and limitations were found: 1) Respondents for positions of General Manager to the level of Board of Directors were not involved because sample was only employees of PT Pos Indonesia Bekasi City. 2) Limited time and interaction resulted in results found in this study being not equipped with observations. 3) References to previous research on strategic variables of human resource management on organizational capability are not available in sufficient numbers and industries.

The recommendations that can be given for further research are as follows. Research on promotion strategies sometimes does not match expectations of both parties: organizations and individuals. This becomes an obstacle in achieving employee performance. Dissatisfaction with work that has been done related to work performance is not appreciated by both parties. The dimensions of required employee

criteria need to be clarified. It can be seen from results of interviews from employees, namely lack of knowledge about understanding in process of good and correct employee prekturan in determining criteria for employees needed. Practically, it is necessary to build long-term relationships with customers. The lack of long-term "relationship partnership" training to company's customers. Employees have not been able to implement a system that can build cooperative relationships and how to retain company customers. The majority of employees do not seem to understand their respective responsibilities both in handling before and after sales process so that buyers continue to place orders back to company.

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