

**HUMAN CAPITAL MANAGEMENT CAPABILITY AND  
FIRM PROFITABILITY : EMPIRICAL EVIDENCE  
FROM HOTEL BUSINESSES IN THAILAND**

**THAREERAT KULILUNG**

**A dissertation submitted in partial fulfillment of the requirements for  
the degree of Doctor of Philosophy in Management  
at Maharakham University**

**May 2017**

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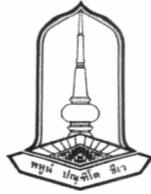
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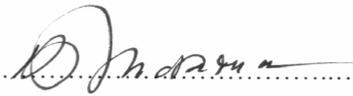


The examining committee has unanimously approved this dissertation, submitted by Miss Thareerat Kulilung, as a partial fulfillment of the requirements for the degree of Doctor of Philosophy in Management at Maharakham University.

Examining Committee

  
..... Chairman  
(Assoc. Prof. Dr. Phaprukbaramee Ussahawanitchakit) (Faculty graduate committee)

  
..... Committee  
(Assoc. Prof. Dr. Karun Pratoom) (Advisor)

  
..... Committee  
(Dr. Prathanporn Jhundra-indra) (Co-advisor)

  
..... Committee  
(Asst. Prof. Dr. Saranya Raksong) (Faculty graduate committee)

  
..... Committee  
(Asst. Prof. Dr. Wannee Trongpanich) (External expert)

Maharakham University has granted approval to accept this dissertation as a partial fulfillment of the requirements for the degree of Doctor of Philosophy in Management.

✓   
.....  
(Asst. Prof. Dr. Nitiphong Songsrirote)  
Dean of Maharakham Business School

  
.....  
(Prof. Dr. Pradit Terdtoon)  
Dean of Graduate School  
..... May 31, 2017

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Thareerat Kulilung



**TITLE** Human Capital Management Capability and Firm Profitability:  
Empirical Evidence from Hotel Businesses in Thailand

**AUTHOR** Miss Thareerat Kulilung

**ADVISORS** Assoc. Prof. Dr. Karun Pratoom and  
Dr. Prathanporn Jhundra-indra

**DEGREE** Ph.D. **MAJOR** Management

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### **ABSTRACT**

The objective of this research is to examine how human capital management capability which includes team spirit orientation, training intention focus, information-sharing emphasis, equality awareness implementation, and talent creativity capability have an effect on firm profitability through employee creativity, organizational citizenship behavior, and employee commitment. In addition, the impact of four antecedents (transformational leadership orientation, organizational proactiveness strategy, human resource practice competency, and dynamic environmental uncertainty) on human capital management capability and the moderating role of survival culture are also investigated. The conceptual model is proposed base on human capital theory and contingency theory within the human capital management research stream. The model is tested empirically using data collected by a mail survey from 343 managing directors and managing partners of four-to-five star hotel businesses located Thailand. The statistics used to analyze data are correlation analysis and the Ordinary Least Squares (OLS) regression analysis.

The results showed partial support for the hypotheses which derived from the conceptual model. Analyses of surveys provided evidence that human capital management capability is positively affected employee creativity, organizational citizenship behavior, employee commitment, and best goal achievement, which in turn positive influence on firm profitability. For the antecedents of human capital management capability, the findings reveal that transformational leadership orientation, organizational proactiveness strategy, human resource practice competency, and dynamic environmental uncertainty have a significant effect on some dimension of



human capital management capability. However, survival culture does not moderate the antecedents-human capital management capability relationship except the transformational leadership orientation, equality awareness implementation and antecedents, and talent creativity capability.

Based on the results of this research, the findings have led to research on human capital management capability by providing a clear understanding of the relationship among human capital management capability, its consequences, and firm profitability. In addition, managers should be aware of findings drive the antecedents to push human capital management capability such as in survival. In order to have a greater involvement in the theoretical human capital phenomenon, future research might be conducted on samples of different and larger expansions to widen the generalizability of its findings.



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## CHAPTER I

### INTRODUCTION

#### Overview

Currently, all businesses have been running a very high degree of service competition. The ability to create a competitive advantage is important in business (Porter, 1985). Many organization managers are encouraged to seek for the way of making an advantage for their own organizations. The strengths and weaknesses have been reduced to a minimum in order to adapt themselves to environmental change and avoid threatening from any hazard: social change; economic variance and political change. The leader must be recognizable when his organization has been successful. The impact has been recognized in funds, modern material, strategic management, leaders' vision innovation, educated human resources, skill, and working stabilities (Wright and McMahan, 1992). These are the strategies that drive the organization to reach the goal.

Importantly, human resources have an impacted on performing work that leads the organization to achieve the goals. Human resources that has been managed efficiently can make full ability and the outcome of work can reach the goals. Importantly, various organizations have focused on human resources as the heart of an organization (Kazlauskait and Bucluniebe, 2008). It is very valuable and developed as "human capital" by building added value, providing training courses, having a higher level of education, putting the right job to the right man, rotating the job position to enhance the stability of manpower, giving absolute authority to workers, and promoting new creative thinking. These things are leading to specific jobs and are able to take advantage by means of organizational competition (Bontis et al., 1999).

The concept of human capital is not a new discovery. In terms of human capital, it has been found since the eighteenth century by the economist Smith (1776). Later, Becker (1960) was the economist expert of human capital. His findings were written on human capital theory. The theory emphasized investment capability and working management of an organization which brought good work results. Thus, the human



capital management capability and theory of human capital have an interrelationship. Tracey (2003), defines human resources as the compensation received from loyalty, creative thinking, enthusiasm, and trying to achieve according to set goals. Again, there is another meaning which Schultz (1961), who received the Nobel Prize Economist, had given in the year 1961 by publishing the article, on Investment in Human Capital, and printed by the American Economic Review. Schultz (1961), introduced human capital as referring to people with many innate, inside capabilities. People are born with their capable genetics and value is added when a suitable investment had been made. In Thailand, the words “human capital” has been known since the year 2001 (Wangudom, 2001).

Human Capital Management is aimed at creating quality and the working results of workers, including all the activities of involvement. The limitations and personnel seeking for best practice are done well to preserve working in the organization as long as possible. Human executives concerned with human capital needed to have their own creative thinking, including the drive and enthusiasm (Delaney and Huselid, 1996). So, human resource executives of all levels must take care of all connectivity. It is the important mission for all levels of human resource executives to perform their work. Planning procedures are set in order to create qualified organizational personnel for the increase of productivity (Marimuthu et al., 2009).

Current organizations are driven by humans that make the organization strong, business achievement and sustainable. Human capital is the key to successful management of modern organizations. The organization must have a framework to develop the knowledge, skills and attitudes with regard to the need to learn and contribute to operational success. The important qualities of organization needed to be recognized worldwide, and to focus on “Human Capital,” capabilities, creative thinking experience and characteristics. All of the above - mentioned are the qualities of gaining benefit for organizations (Bontis et al., 1999).

A number of theories and studies are shown about people who become major impact on organizational achievement, and also gain advantage over the competition (Chan, Shaffer, and Snape, 2004; Schuler and MacMillan, 1984; Ulrich, 1991; Wright and McMahan, 1992). The human capital theory’s associated with human criteria



because human capital theory states that a human resource is valuable and can develop into an investment in an organization (Becker, 1962). Focusing on resources and organizational efficiencies are the ideas of human capital management to support the capability of an organization in terms of competition. This is because human capital theory has mentioned that the more knowledge and capability of organizations can get from humans, the more value is increased in the organization (Becker, 1964). Organizations have realized that competitive advantage that is taken from human resources (McMahan, Verick, and Wright, 1999). Furthermore, human capital must be developed in accordance with the social capital theory. It is to be said that all social network values have occurred by connecting humans into social networks in terms of the interaction of quantity as well as quality. Social capital is not only for the institution, but also connects to be one unity (World Bank, 1999). The connection is encouraged among people with faith and understanding. The interchange of individual experiences has brought about human connectivity (Cohen and Prusak, 2001).

Human capital management capability is very important for human resource management in organizations and is very distinguishable from others. Human capital management capability has aimed to study the ability to manage human resources within the organization and is composed of five programs: team spirit orientation, training intention focus, information-sharing emphasis, equality awareness implementation, and talent creativity capability. So this can be mentioned: that human capital management capability is the ideas of encouraging organizations to perform work potentially and effectively.

Hotel business services are very important to the economy system (Jirawuttinunt and Ussahawanichakit, 2011). The hotel business is one of strongest tourist industries of Thailand. The hotel business has contributed to the strong tourism business and has supported economic growth, especially the four - five star hotels (Kasikorn Research Center, 2016). The data from Kasikorn Research Center of Thailand, in the year 2016, has shown the growth of the hotel business. The hotel business is able to establish national income of approximately 537,000–544,000 million baht. It is 4.7–6.0 percentage of growth compared with last year. Especially, four - five star hotels have rapid growth and most of these hotels' customers are foreigners. The hotel business is a service business that relies on internal staff that offers clients



an impression. Hotel business necessarily relies on the availability of skilled personnel, knowledge, and ability to achieve operational efficiency. This is because the performance of the organization depends on the ability of individuals who are important. Organizations can further improve the performance of individuals in the organization have been greatly and highly successful of the organizations. However, there are many hotels that lack the skilled employees and capabilities. Employees have turnover at a higher rate (Katekaew and Nilnoppakun, 2013). Therefore, the study focuses on the four - five star hotels business in Thailand, which has been affected by a shortage of human resources that are competent. This study is a guided in most effectively planning the development of quality human resources and organizational development of the goal.

The research consists of four contributions to the literature on human capital management capability. Firstly, it is a new approach to human capital management capability dimension which examines at the organizational level in strategic management most of the previous researchers studied behavior at the individual level. Secondly, this research proposes new dimensions of strategic human capital management capability that most of the prior researchers created in different ways. Thirdly, it offers consequences of human capital management capability by focusing on sustainable business practices under competition in the research. Finally, it proposes the concepts of the human capital theory and contingency theory which are adopted to explain the impact of internal and external factors on human capital management capability leading to firm profitability in the single model.

In addition, there is also an examination of previous literature of human capital management that it is not very clear about the context of the organizational level and its concepts. This research fills this gap in the study of human capital management capability that increases organizational citizenship behavior, employee creativity, employee commitment, best goal achievement and firm profitability. Accordingly, the study of human capital management capability in the context of the organization is presented in a new perspective, and will benefit empirical research in the future.



## **Purpose of the Research**

The main purpose of this research is to examine the relationships between human capital management capability and firm profitability. Therefore the specific research purposes are as follows:

1. To investigate the relationships among each dimension of human capital management capability with organizational citizenship behavior, employee creativity, employee commitment, best goal achievement and firm profitability,
2. To inquire the correlation among organizational citizenship behavior, employee creativity, employee commitment, and best goal achievement,
3. To examine the impact of employee creativity and employee commitment on best goal achievement,
4. To explore the influence of best goal achievement on firm profitability,
5. To analyze the effect of antecedents (transformational leadership orientation, organizational proactiveness strategy, human resource practice competency and dynamic environmental uncertainty) on human capital management capability, and,
6. To study the moderating effect of transformational leadership orientation, organizational proactiveness strategy, human resource practice competency and dynamic environmental uncertainty on human capital management capability via survival culture as a moderator.

## **Research Questions**

The key research question of this study is, “How does human capital management capability have an effect on firm profitability?” Also, the specific research questions are presented as follows:

1. How does each dimension of human capital management capability affect organizational citizenship behavior, employee creativity, employee commitment, best goal achievement and firm profitability?
2. How does organizational citizenship behavior have an influence on employee creativity, employee commitment and best goal achievement?



3. How do employee creativity and employee commitment have an influence on best goal achievement?
4. How does best goal achievement have an impact on firm profitability?
5. How do transformation leadership orientation, organizational proactiveness strategy, human resource practice competency and dynamic environmental uncertainty have an effect on human capital management capability?
6. How do transformation leadership orientation, organizational proactiveness strategy, human resource practice competency and dynamic environmental uncertainty have an effect on human capital management capability via the moderating effect of survival culture?

### **Scope of the Research**

This research focuses on the study of human capital management capability on firm profitability in the operation of hotel businesses in Thailand. This research chooses the hotel business as a basis for the investigation of human capital management capability because the hotel business is very important in the tourism industry of Thailand. The hotel industry is a labor-intensive business service based on technical and social skills, and attitudes toward achievement of its employees. There are two theories to explain the phenomenon of research: the human capital and contingency theories are used to draw a conceptual framework and develop a set of assumptions. All theorizations have demonstrated a relationship between the dimension of human capital management capability of their antecedents and consequent constructs. This research presents two theories of working together to clarify the relationship of the variables that focus on monitoring responses to questions and research objectives. Firstly, human capital is the value-added output of creation and training. The investment in human capital through skills training, work experience and personal integrity to be considered as potential human capital. Becker (1960), Schultz (1961), and Smith (1776), have proposed the concept that human capital is one of the intangible assets. This usually cannot be measured against the business, but can be converted into a valuable asset that can be measured through analysis and mathematical calculations. Human is a capital relative value that can be measured and it can be managed.



Secondly, the assumption of the contingency theory says there is no best way. Management is based on the functionality of a situation. The contingency theory states the situation will determine the decision to form a proper management. The management will have to analyze the situation for the best deal to suit it that leads to the success of the organization. Chandler (1962), Fiedler (1967), and Lawrence and Losrch (1967) state the internal and external factors that will influence and affect the organization. It is the driving force for the behavior of the executive to make decisions. In this conceptual framework, internal factors affect the operation of the organization such as transformational leadership orientation, organizational proactiveness strategy, and human resource practice competency, and dynamic environmental uncertainty. The external factor of this study is survival culture. All variables influenced the operation of the organization. The important factor is that the organization has appropriate management to lead to the success of excellent.

With important issues affecting the research question and the purpose of the research, human capital management capability is the ability of the management of human resources within the organization (Becker and Huselid, 2000). In more detail, the ability to manage human capital is a combination of human capital and strategy that allows companies and businesses to put their strategies in to the management of human resources by promoting the personnel talent, being creative, and having the ability to work effectively. Thus, human capital management capability is the conceptual framework for managing human resources with excellence.

Human capital management capability comprises of five critical dimensions namely; team spirit orientation, training intention focus, information-sharing emphasis, equality awareness implementation, and talent creativity capability. The consequences of human capital management capability in this research consist of employee creativity, organizational citizenship behavior, employee commitment, best goal achievement and firm profitability. This research also investigates the antecedents of human capital management capability, while various antecedent factors affect human capital management capability. These are transformational leadership orientation, organizational proactiveness strategy, human resource practice competency, and dynamic environmental uncertainty. Moreover, moderators influence the relationships of the



conceptualization model based on internal and external factors consisting of survival culture.

Furthermore, the four to five star hotels businesses in Thailand are selected as a sample group for investigation. A list of 1,606 hotels in business was provided by the Hotel Association of Thailand. This hotel industry has been appointed as a representative of business and it is the people who have the potential to help in the operation higher. Especially, the four to five star hotels required potential employees to operate effectively. Therefore, the hotel industry has an extremely important role in promoting tourism and developing the economy of the country (Jirawuttinunt and Ussahawanitchakit, 2011). In this study, a valid, reliable and questionnaire is a main research instrument to collect data and the Ordinary Least Squares (OLS) regression analysis is processed to test all the hypotheses.

### **Organization of the Dissertation**

This research consists of five related chapters: Chapter one is an overview of all research questions that include the extent of the research findings. Chapter two is a literature review along with describing the theoretical framework; it describes the relationship with related hypotheses for research. Chapter three shows an outline of the research method, including the population selection and collected data procedure. The statistics used in the test and equations, test the hypothesis. The table of summary is the definitions and operational variables of the constructs. Chapter four shows the results and discussion. Finally, chapter five is a summary of the details relating to limitations of the theories and suggestions for future research directions.



## CHAPTER II

### LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

This research is to study phenomena related to the ability of organizations to manage human capital. This research provides empirical evidence regarding what capability allows organization to has human capital management. This research has attempted to integrate theoretical perspectives that support human capital management capability that impacts firm profitability. The theories used in this study are the human capital theory and contingency theory. The literature review aims to create an understanding of the framework concepts presented.

This chapter is organized into three major sections. The first section introduces theories that back up the conceptual framework. The second provides a literature review and the theoretical discussion of all constructs of the conceptual framework. The final chapter presents the conceptual framework and details of the hypotheses development.

#### **Theoretical Foundation**

Human capital management capability has been examined from a theoretical perspective. This research is presented the human capital theory and contingency theory. These theories are used to describe relationships between variables in the concept and offer an assumption to conclude the interpretation. The human capital theory is used to explain the concept of valuable human resources in a practice. The contingency theory supports the idea of the administration as the situation is appropriate. Details are below.

#### Human Capital Theory

Since the early 1960, human capital theory has been taken from the basic concepts of Becker, (1964) which was first proposed that humans are a valuable resource that can be developed into capital. The concept of human capital theory has been spread throughout the research. According to the accumulation of human capital, to increase human capital, leads to productive results and efficient service (Becker,



1964). So, the study about human capital objectively leads to the development of human capital, which is the most importance used in organizational achievement.

Although, human capital is an intangible asset, human capital usually cannot measure the value of a business. Human capital is a property that can add value to the tangible assets. The human is a kind of asset. It is generally unable to compare with business value, but it can be used to compare and measure their value that leads to best management (Brooking, 2010). Human capital management is also a person called human investment. A value is added to the individual. Training offers a higher position and salary. These are cited to up-grade the production standard. According to Becker (2007), who studied money, investment in a human is very important. Employee knowledge is mostly from outside the school. The on-the job-skills and knowledge employed by the workers appear after their work. Employees with the best health will have the ability to work with good quality. Nalbandian et al. (2004) focused on the measure of human capital. They defined human capital as the “stock of accumulated knowledge, skilled, experienced and creative staff, and other relevant attributes”. So, human capital is the key factor that could help humans be used for income or any other kind of work.

Pigou (1932), the first man who brought the theory of human capital into the discussion, has revealed the investment of human capital as being a physical human. Corporation and employees have a relationship between the employer and employee. Employers want people who are competent. They must invest in people, because employees are knowledgeable. It can be helpful to employers to invest in human capital. The Journal of Political Economy states that since the year 1960, human capital theory has been playing, an important role as an influential economic theory. Many economists have taken part in expanding the ideas of the human capital theory. British economists such as Smith (1790), and scholars of the American economy such as Becker (1992) and Schultz (1998) have the prospective ideas that training and educating expenditures should be invested in money for raising a population’s income.

The prospective idea about human capital has been brought to improve the human resource valuable to support the marketing of labor forces. These labor forces are up-graded by educational investment, by training, and by raising human value. Block (1990) and Marginson (1993) have introduced the concept of human capital as



well. However, the well-known applied ideology was printed in the year 1968 by Minser and Becker, titled “Human Capital.” This book has been used as a reference book for many years.

Continually, Becker (2007) has divided the ideas about human capital into two characteristics: specific and general. Specific human capital implicates personal knowledge and skill. General human capital implicates public benefit. Human capital is analyzed as social capital, instructional capital, and individual capital leadership. All these characters are dominated by human capital. Human capital refers to the knowledge, skills and competencies which carry people. There is a necessity to perform tasks such as technical skills, innovation, creativity, and capacity for leadership.

In conclusion, the important essence is to add personal values for adding training in production values. Furthermore, the human capital that has added value by training and educating, including the best health-care, lead to successful productivity.

### Contingency Theory

The contingency theory is the idea that the right strategy and organizational behavior is the decision to contribute to the performance of the organization (Chandler, 1962). Chandler (1962), Fiedler (1978), and Lawrence and Losrch (1969), state that the contingency theory is the concept of management executives who discriminate depending on the situation. The concept is the contingency theory, a way to determine the structure of the management and control systems is an organization, depending on the circumstances and characteristics. The external environment has an impact on the operations of the organization. The process in the organization has different characteristics, which are faced with situations that are different and require different management.

The contingency theory began with the end of 1960 and should be the most appropriate organizational structure and system that comply with the environment. The fact of the organization is based on the study of different humanistic environments. The contingency theory is an important factor in determining the form of rules and regulations in line with reality, the environment and corporate goals. The assumption is that the organization is an organization with a structure and format that comply with the social environment including climate, geography, culture, values, and beliefs; and support the needs of the organization.



Lawrence and Lorsch (1969) studied the contingency theory that says no theory or management method to be applied to every situation or management is most appropriate. The management of each individual and means cause different effects on the environment. Choosing the right one depends on the situation, because each method has its advantages and limitations. Management will focus on the effective use of management to suit each situation with each issue. The real problem is that each situation is different. So, management is tough and there are no absolutes. The concept of the contingency theory is focus on the relationship between the organization and the right situation. The relationship between external factors and the relationships in organizations and environmental benefits to the organization, are by choosing tactics appropriate to the situation.

Fiedler (1978) proposed the contingency theory, a theory of management based on the facts. The idea that the solution to solve the problem without any management, is considered the best. The main idea of an administrative situation is considered. Whether management is good or does not, depend on the situation. The situation will determine the appropriate decisions and management style. Executives will have to analyze the situation by providing the best combination between the closed and open system. The principle of the system is that all parts of the system must be connected and affected each other. The system focuses on the relationship between the organization and the corporate environment. Some situations will require decisive action. The situation needs to be involved in making decisions, sometimes to take into account the human and motivation, and sometimes to take into account the goals and organizational productivity as the a key. Management is required to determine the situational in its decision.

The contingency theory takes the environment and the needs of individuals in the agency's core, rather than to seek a way to reach out to work. The psychological factor to consider an emphasis on management, is considering the differences that exist in departments such as the differences between the parties, the differences between the rules, the difference between the relationship of the individual to the organization, and the difference between the goals of the organization.

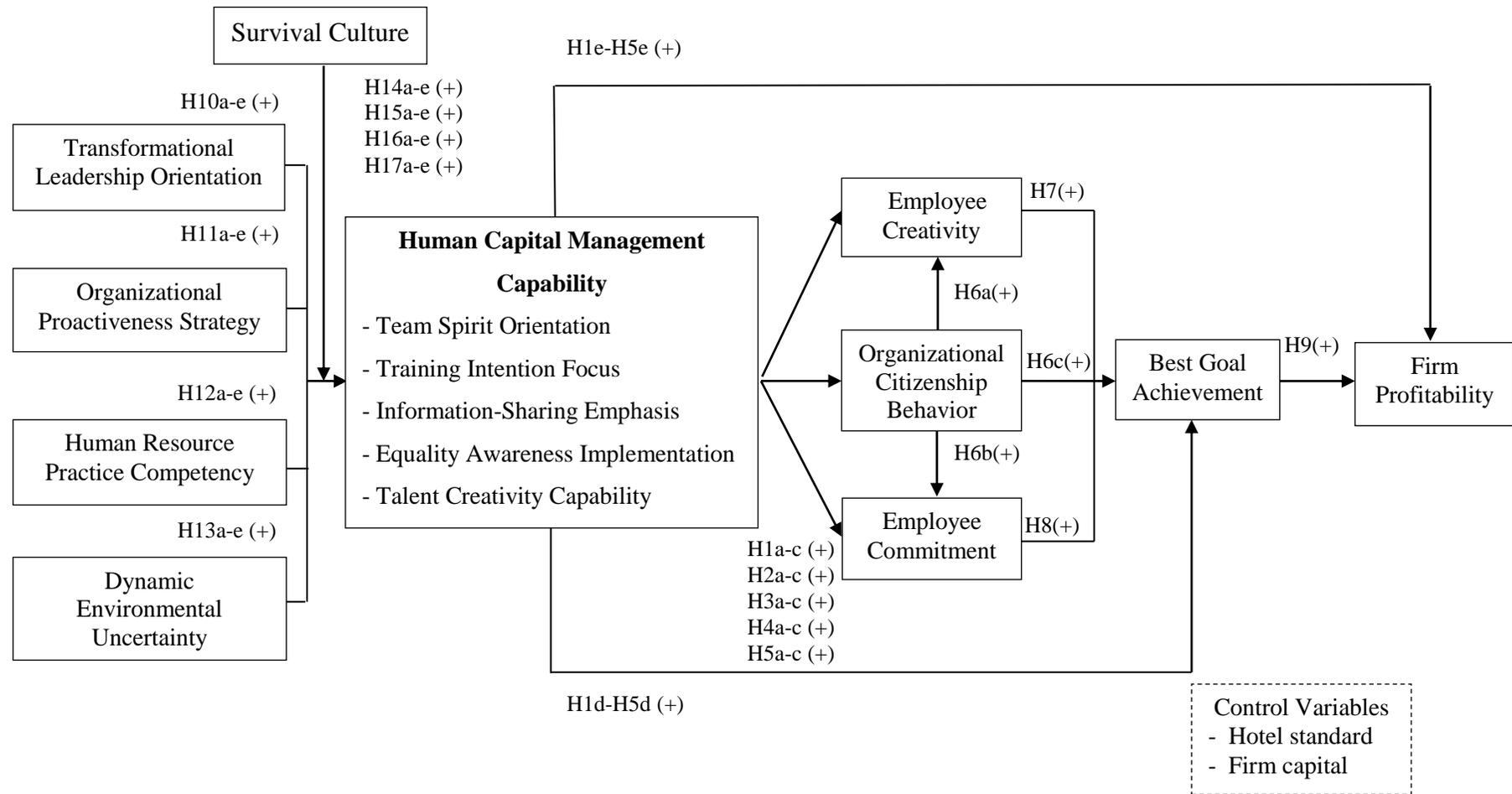


## **Relevant Literature Review and Research Hypotheses**

This research is the relationship between human resources, affecting their ability to manage human capital. Two theories, the human capital and contingency theories are used to describe the perspective of human capital management capability and firm profitability. The relationship model is described as a three-part test for empirical research. First, there is a focus on the dimension of human capital management capability that includes team spirit orientation, training intention focus, information-sharing emphasis, equality awareness implementation, talent creativity capability. Second, the consequences of employee creativity, organizational citizenship behavior, employee commitment, best goal achievement and firm profitability have increased. It assumes that there is a positive correlation in employee creativity, organizational citizenship behavior, employee commitment, best goal achievement and firm profitability. Finally, the antecedent of human capital management capability, including transformational leadership orientation, organizational proactiveness strategy, human resource practice competency and dynamic environmental uncertainty, are related to each dimension of human capital management capability. In addition, survival culture as a moderator assumes that the more survival culture there is, the stronger the positive relationship among antecedents and human capital management capability. This is according to the concept that is shown in Figure 1, below.



Figure 1 Conceptual Model of Human Capital Management Capability and Firm Profitability



## **Human Capital Management Background**

Before studying human capital management capability, it is necessary to understand the concept of human capital. Human capital has diverse and extensive meaning. Both similar and different meanings, such as in human capital, are concerned with education, training, and health (Schultz, 1961). The scholars have proposed that guidelines for the major components of human capital include knowledge, skills and abilities of employees (Becker, 1964). The assets are centered on human skills and expertise. Human capital management is an ability to solve problems, leadership, ability, and all that is embedded in the employee (Brooking, 1996). The assets are centered on human skills and expertise. Human capital is an ability of individuals in applying solutions to meet the needs of the customer, attributes, and competency mindsets (Stewart, 1997). Human capital is the performance, attitude and cognitive abilities (Roose et al., 1998). Human capital is the talent, knowledge, skills and experiences of the employee and the manager. Human capital included knowledge, skills, innovation and the ability of people to manage. Human capital included values, culture, and the philosophy of the organization (Edvinsson and Malone, 1999).

Moreover, Davenport (1999) suggests that human capital consists of four aspects. First, ability is a proficiency in a set of activities. Human capital is various forms of work, including components of knowledge, skills and talents. Secondly, behavior is how expression can be observed that affects the success of the work. Third, efforts are the mental and physical resources with the aim to raise awareness and specific destinations. Fourth, the time of an investment in human capital includes the number of hours per day in a single year, or during the day or year (Davenport, 1999). It also found that human capital is deeply rooted and cannot be separated from knowledge, skills or experience. It is divided into groups and human capital skills in actions such as skills in gathering information, information processing of communication skills, experience, knowledge, social skills, and perspectives on values, beliefs and attitudes (Dess and Picken, 1999). Human capital, in the period from 2000 onwards, means that it is related to know-how in the ability, skills, and expertise of the organization (Dzinkowski, 2000). The set signifies consists of skills and the capabilities, and all sorts of people working in the organization. This can be seen as a storehouse of knowledge



and skills of individuals within the organization (Lynn, 2000). It is a combination of training, experience, relationships and understanding of intelligent application management and staff of the organization (Barney, 2002). Weatherly (2003) suggested that life experience, knowledge, and passion for power will be brought into operation. The latest in human capital management definition is the specific form of administrative capital inherent in people.

Human capital management contains management for individuals that includes health, skills, abilities and motivation that are driving the increase in labor and persons receiving income in the form of wages, salaries and other earnings. The very narrow definition includes general knowledge and specialized knowledge. The ability to have desired skills and experience includes the ability to use all of the above. It was time for the right place (Nureev, 2010). Also McGregor, Watkin, and Cox, (2004) indicated the details of the human capital management. That includes the ability formed by three parts: Firstly, knowledge includes knowledge of specific techniques. Knowledge and professional technological capabilities knowledge are related to industrial knowledge of the operation. An extensive understanding of the business the environment has changed. Second, skills include the ability to run a wide range. Skills are in teamwork, and to build a relationship with others. Finally, the ability focuses on customers, ability, and improvement. The skills are in negotiation and the ability to realize the perceived potential. Attributes include flexibility and the ability to adapt. These are self-confidence, patience and learning to focus on learning. The management-oriented capabilities needed for the development of human capital management in the economy, and a knowledge base, consist of the ability to place the three parts of knowledge, skills and attributes.

The above meaning of human capital management may conclude that the definition of human capital management is a combination of knowledge, skills, expertise, experience, talents, intelligence, health, values, behaviors, or expressed performance. There are is being managed in order to achieve the most effective beneficence to the economy. A summary of conceptual and empirical studies of strategic human capital management is presented in Tables 1 and 2 below.



Table 1 Summary of Conceptual Papers on Human Capital Management

Author(s)	Key Contents
Snell and Dean (1992)	A study of the links between the management and the level of human capital. This management system can be applied to human resource management in the company's success and has the competitive advantage.
Lepak and Snell (1999)	Studied the differences of employment in a variety of ways to manage human capital. Perspective of strategic human resource management, leading to an advantage in the competition. The configuration of staff operational training, evaluation and compensation are appropriate for the type of human capital in hiring them.
Garawan et al (2001)	The study investment in human capital management perspective in the development of human resources and workplace strategies to develop the ability to respond to business needs. A key feature of human capital based on the flexibility to adapt the capacity of the organization. The results of the organization include higher performance.
Bontis and Fitz-enz (2002)	The study of the human capital management, it is integrated knowledge, intellectual capital, human capital, information technology, and capability of employees applied to accomplish organizational goals.
Uliana et al (2005)	In this study, the aim is to participate in the assessment of the role of human capital management in the organization and effective management of human capital. This study is the next step in providing efficient services.
Lanzi (2007)	The study is relationship to the accumulations of human capital management. The ability of human capital and education to discuss policy and structural links between human capitals management. The partnership between investment in human capital management and economic model.



Table 1 Summary of Conceptual Papers on Human Capital Management (continued)

<b>Author(s)</b>	<b>Key Contents</b>
Marimuthu et al (2009)	This article begins by defining the concept of human capital management and performance of the company. Then explore the human capital theory and the connection between human capital management and performance of the company. In the last part to develop the model and the importance of human capital management by analyzing the performance of the company in the future.
Crook et al (2011)	This research shows that human capital management is the key factor. The evidence presented is the development trend of human capital management. The reasons for labor efficient and valuable human capital. When human capital management to generate profits to fund such parties are likely to take advantage of higher pay.
Wang et al (2012)	To explore the structure of the organization, the quality of human capital management in China found that the factors that influence the performance and useful for policy. Human capital management is a type of capital resulting from the investment in training.
Joseph and Aiberyi (2014)	The concept of human capital management is the foundation for economic development and science. Economists try to highlight and draw attention to the ability of workers to work in the same format. So that people can cope with hard work in the world of work. In this view, there is a need for individuals to increase their knowledge, skills and abilities they have developed in work.
Yang (2014)	This study referred to as human capital theory and resource point of view, the company's focus on human capital theory that human capital is the element of staff skills. Knowledge and ability as an intermediary in driving the performance of the organization.



Table 1 Summary of Conceptual Papers on Human Capital Management (continued)

<b>Author(s)</b>	<b>Key Contents</b>
Channar et al (2015)	This study about the importance of human capital management in the company's assets to increase employee productivity as well as to preserve the benefits of competition to the competitiveness of corporate human resources. The processes related to human capital management with training, education and other initiatives for professional knowledge, skills, and abilities. The popularity of social workers is associated with increased employee satisfaction and performance and results of operations.



Table 2 Summary of key Literature Reviews on Human Capital Management Capability

<b>Authors</b>	<b>Independent Variables</b>	<b>Dependent Variables</b>	<b>Main Findings</b>
Kim, Baek and Kim (2011)	Team spirit	Performance goal orientation	This study finding indicates that the quality of work more strongly to evaluate to team spirit. While high learning and performance goal orientation is the quality of work and team spirit for evaluation. The results support the relationship between team spirit and performance goal orientation.
Liu et al (2014)	Employee training	Sustainable performance	This study shows the relationship between business environmental, cultural value, employee training and performance of the company's sustainable development. The relationship between business environmental and sustainability performance can be moderated positively by the level of employee training.
Moye and Langfred (2004)	Information sharing	Performance	This study found that the role of task and relationship conflicts are mediated the relationship between information sharing and performance. The information as sharing to the cause of the theoretical potential and are relevant in today's business performance.

Table 2 Summary of key Literature Reviews on Human Capital Management Capability (continued)

<b>Author(s)</b>	<b>Independent Variables</b>	<b>Dependent Variables</b>	<b>Main Findings</b>
Konrad, Yang and Maurer (2016)	Equality management systems	Goal	The key finding of this study is that diversity and equality management system shows the development of equity management practices related to the complex mechanisms, selection and monitoring employment statistics and links to a variety of goal.
Bhatti et al (2011)	Talent	Organizational performance	This study suggests that talent is the light of the human capital that will lead to changes in the organizational process and cause the performance of the organization through his talent.
Hayton (2003)	- Human resource management (HCM) - Strategic HCM - Talent development in HCM	Competitive advantage	This study shows that Human Capital Management (HCM) practices play an important role in human resource management. The company also works in an environment where change is always to get the maximum benefit from its investment in operations related to human resource management, strategic HCM. Talent development in HCM efficiency also increases the potential for sustainable competitive.

Table 2 Summary of key Literature Reviews on Human Capital Management Capability (continued)

<b>Author(s)</b>	<b>Independent Variables</b>	<b>Dependent Variables</b>	<b>Main Findings</b>
Marrewijk and Timmers (2003)	<ul style="list-style-type: none"> <li>- Human operations</li> <li>- Corporate identity</li> <li>- Human development</li> </ul>	Performance	This research suggests that traditional management is necessary for the new administration. This is called human capital management (HCM). HCM highlighted by a combination of individual and organizational perspective, with a focus on management to succeed in the future.
Bontis and Serenko (2007)	Job satisfaction	Job performance	The findings support the proposed model, the ability of the employee, depending on training and improving satisfaction levels. The satisfaction is the impact of training and development. This study found that the satisfaction of payment, satisfaction of command and job insecurity. These relationships will be reviewed by the Human capital management.
Jackson (2007)	<ul style="list-style-type: none"> <li>- Continuous learning</li> <li>- Experience</li> <li>- Education</li> </ul>	Organization performance	This study found that people are the most valuable assets of the organization and also how it is related to the performance of the organization. The goal was to offer a form of asset knowledge for human capital management. The future will be conducted to confirm the model and develop tools to determine the relationship between asset management knowledge and performance of the organization.

Table 2 Summary of key Literature Reviews on Human Capital Management Capability (continued)

<b>Author(s)</b>	<b>Independent Variables</b>	<b>Dependent Variables</b>	<b>Main Findings</b>
Ward (2009)	Human capital management	Performance	The findings confirmed that the organization still struggle with achieving a high success rate when implementing which systems' human capital management, including analysis of the evolution of technology and predictions regarding the next generation of systems, based on trends and organizational needs.
Ling and Jaw (2011)	Top management team's entrepreneurial leadership	Global competitive	The results showed that the leader is an entrepreneur of top management team is a direct positive impact on the company's human capital management. It also has an indirect positive impact on the competitive advantages of a global company and the impact of the meditating human capital management.
Mehta (2011)	<ul style="list-style-type: none"> <li>- Talent appreciation</li> <li>- Potential enhancement</li> <li>- Acquisition of talent</li> <li>- Knowledge management</li> <li>- Opportunities for improvement</li> </ul>	Profitability	This research suggests that human capital management is directly related to the changing nature of the environment. Global talent management is how to deal with human capabilities that are possible in a competitive environment. The human capital management is the integration of the demonstrated impact on the company's success and profitability.

Table 2 Summary of key Literature Reviews on Human Capital Management Capability (continued)

<b>Author(s)</b>	<b>Independent Variables</b>	<b>Dependent Variables</b>	<b>Main Findings</b>
Dash and Agrawal (2012)	Human capital	Corporate Sustainability	This study to human capital can serve as a key factor in achieving sustainable development of the organization and there can generate profits through the economic value addition.
Olalekan and Iyanda (2012)	Human capital management	Organization Performance	The results from the present study show that there is a significant relationship between human capital management style and productivity of the organization. The findings also confirmed that the scheme involved a powerful ability to bridge the gap between an organization's actual productions.
Siddiqui (2012)	<ul style="list-style-type: none"> <li>- Knowledge management</li> <li>- Organizational learning</li> <li>- Transformational</li> <li>- Leadership</li> <li>- Employee Engagement</li> </ul>	Competitive advantage	The research concluded that human capital management will lead the organization to make effective decisions and when the organization is ready to significantly adapt management best knowledge.

Table 2 Summary of key Literature Reviews on Human Capital Management Capability (continued)

<b>Author(s)</b>	<b>Independent Variables</b>	<b>Dependent Variables</b>	<b>Main Findings</b>
Sunardi et al (2013)	<ul style="list-style-type: none"> <li>- Human capital policies</li> <li>- Employment Relations</li> <li>- Compensation</li> <li>- Performance management</li> <li>- Training and development</li> <li>- Career management</li> </ul>	Organizational sustainability	The implementation of human capital management has affected a wide range: how to develop, how to design effectively, how to operate efficiently. Organizational context is complicated by the form of comprehensive human capital management. The management model should be evaluated.
Odhong et al (2014)	<ul style="list-style-type: none"> <li>- Leadership practices</li> <li>- Employee engagement</li> <li>- Knowledge accessibility</li> <li>- Workforce optimization</li> </ul>	Organizational performance	The study concluded that is possible to use human capital management to drive the capability of human capital management. It also identifies the strengths and weakness of human capital management, and improved links to the human capital management to improve deficiencies in the functioning of the organization.

Table 2 Summary of key Literature Reviews on Human Capital Management Capability (continued)

<b>Author(s)</b>	<b>Independent Variables</b>	<b>Dependent Variables</b>	<b>Main Findings</b>
Andre and Lantu (2015)	- Human capital management - Leadership	Performance	Human capital management system, which processes and procedures to improve employee performance. The researcher found that these linkages: The relationship between human capital management and leadership, There are differences in the human capital management; the combination of human capital management is a relationship between organizational citizenship behavior.
Iwamoto and Takahashi (2015)	Human capital management	Performance	This study constructed the quantitative models to evaluate human capital management. Model use human capital indices which are selected as representing human capital from public information.
Kucharcikova, et al (2015)	Human capital management	Organization goals	These results suggest that human capital manager has admitted his role in the use of knowledge and creativity in the design, analysis and metrics assessment of human capital. The management of efficient human capital management contributes to increase best goal achievement and firm profitability.

### Human Capital Management Capability

The concept of human capital management is managed to build quality and performance of personnel which is a widespread activity since establishing the recruitment of the best talent, to retain employee, developing, and motivating the personnel to show their full potential. Human capital management capability has a significant influence on the management in all sectors whether it is a business enterprise, even government agencies, and educational institutions. Human capital management capability is influenced by the need to modify own management. To be able to compete and grow in the corporate, government and educational institutions need to adapt. Meeting the needs of the private sector starts to rise. The ability to manage the organization's human capital has an advantage over other organizations. Human capital management has been interpreted over the definition of financial resource management and technology (Nalbantian et al., 2004). Human capital management has managed to build the quality and performance of personnel (Becker, Huselid, and Ulrich, 2001). The human capital management concept has begun to focus on the ability of the staff even more, and is the capital of the enterprise to create an advantage for the operation. Becker, Huselid, and Ulrich (2001) call this concept “personnel human capital management”. The economist searched for human capital management that is a combination of knowledge, skills and values, indistinguishable from each other (Tobin, 1958). Therefore, investments or expenses related to personnel training and education, welfare and other investments are held to return the money to the organization. Thus, human capital management is important to the organization. This will help build capacity and drive strategic enterprise to success. There is focuses on a variety of human capital factors in the organization (Mehta, 2011). For each category, human capital contributes to organizational success. By their ability, employees are important or can helping an organization's mission or business goals that are very different (Ling and Jaw, 2011). The capability is defined as the organization’s ability to manage people to competitive advantage. The organizational capability focus on internal processes and systems to meet customer needs creates a unique ability for organizations that provide a competitive advantage, employee skills, and efforts to lead to the achievement of organizational goals (Gold, Malhotra, and Segars, 2001). Capability also means a competency in process that is enabled by people’s knowledge,



management skills, management planning, control systems, and relevant training systems for people. So, human capital management capability is defined as an organizational potentiality of human resource development in terms of knowledge, skill, experience, creative thinking, staff quality and also to make the readiness for performing works which are the most beneficial to organization.

According to Becker and Huselid (2000), human capital management involves seven major programs. Seven programs can improve a firms' performance: employability, selective recruitment, teamwork and decentralization, high remuneration intensive training, eliminating inequalities and boosting team spirit, and extensive information sharing. Human capital management includes the ability to support the organization, and bring to fruition the operations of the organization (Becker and Huselid, 2000). The dimensions of these are essential elements of the human capital management capability that include team spirit orientation, training intention focus, information-sharing emphasis, equality awareness implementation, and talent creativity capability.

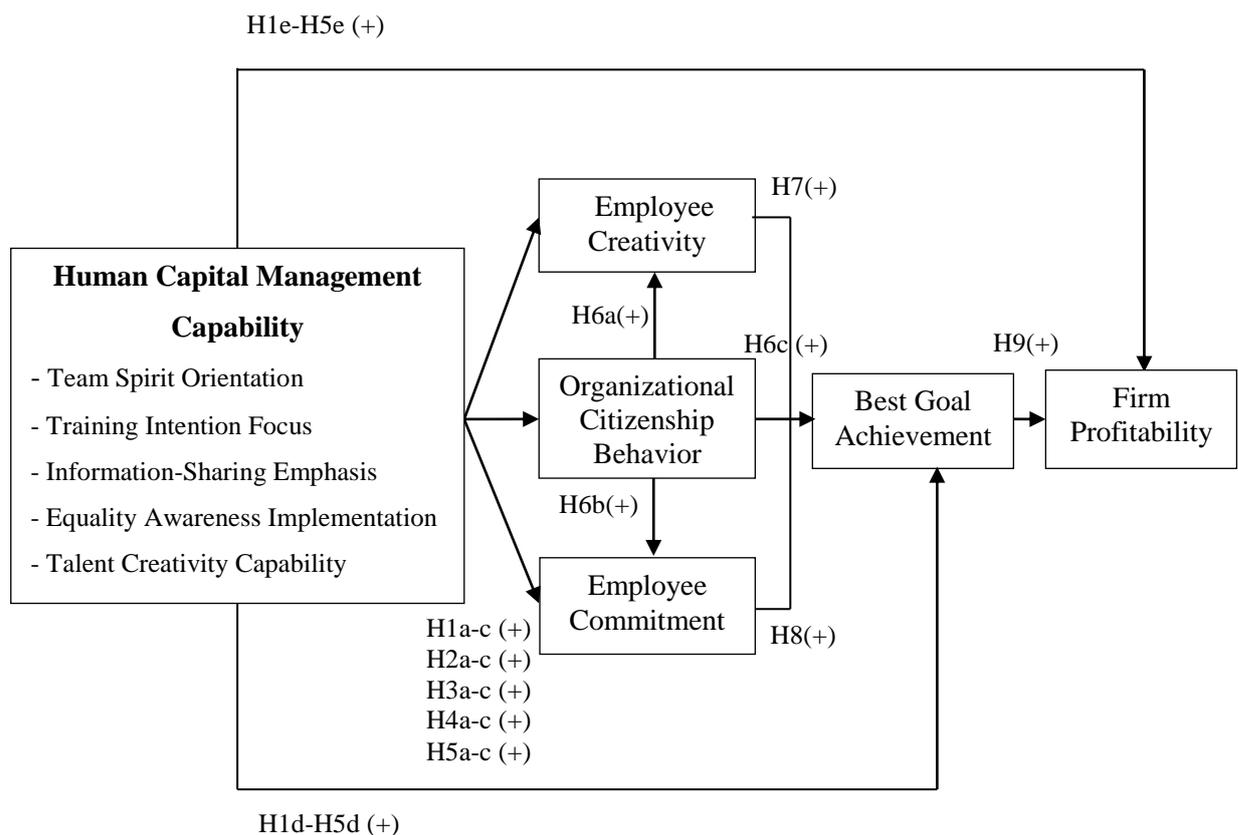
The cause of five dimensions such as team spirit orientation, training intention focus, information-sharing emphasis, equality awareness implementation, and talent creativity capability that it is a dimension of human capital management capability. Turel and Zhang (2011) indicate that team spirit orientation is important to human capital management capability because it represent the team spirit of collaboration within the group affect in human capital management capability effective. Chen (2005) consider training intention focus is the process to make the training takes knowledge, assimilating, and a positive attitude towards work with the main thing that affects human capital management capability. Cai and Liang (2007) opine that information-sharing emphasis is the groups have to share resources or practice together in order to develop knowledge with this led to the human capital management capability effectively. Morand and Merriman (2012) identified that equality awareness implementation is right and duty to work to get equal opportunities that it is important for human capital management capability. Cebrowski (1996) and Florida (2002) found that talent creativity capability is employees with outstanding ability and create work high quality thus human capital management capability has achieved. As mentioned above, the five dimensions have become important dimensions of human capital management capability.



The five distinctive dimensions of human capital management capability are a organizational potentiality of human resource development in terms of knowledge, skill, experience, creative thinking, staff quality and also to make the readiness for performing works which are the most beneficial to organization, namely: team spirit orientation, training intention focus, information-sharing emphasis, equality awareness implementation, and talent creativity capability. These are all results of human capital management. A more detailed discussion of these dimensions is below.

### The Effects of Human Capital Management Capability on Its Consequences, and Firm Profitability

Figure 2: The Effects of Human Capital Management Capability on Its Consequences



### Team Spirit Orientation

Team spirit is a set of values, norms, beliefs, and assumptions that are internalized, shared and enacted by the team members that are critical, especially in the creation of effective work, for many reasons (Anat, 2004). Team spirit is an important processes that affects the performance of the employee and the supervisor together (Jooyoung, Tae, and Dae, 2011). A study of the perception of that team spirit is in the awareness of the atmosphere of working together (Turel and Zhang 2011). Also, Marrone (2010) shows that the scope of the top teams is composed of staff members. Thus, team spirit orientation refers to an organizational ability that stimulates the employees to co-operate in the same objective; having activity involvement and having involvement in creating the atmosphere.

Team spirit is associated with the management and organizational citizenship behavior as a part of normal operations (Borman and Motowidlo, 1993). Organ (1997), says the study of the culture of the team is due to the behavior of members within the organization all who work together as a team that the team culture has an influence on organizational citizenship behavior that is affecting performance. Jennifer, Long and Simon (2013), studied the behavior of employees related to organizational citizenship behavior which is consistent with the culture of the team.

The teamwork and creativity of the staff would be involved in the organization (Shalley, Zhou, and Oldhams, 2004). Giles, Daan, and Nanjing, (2009), studied the creativity of employees who work with new ideas related to the potential of the creative employee. Songbo, Randall, and Pengcheng, (2013), study has indicated a relationship between the learning of a team and the creativity of employees

The previous study that the team is committed to thinking, unity, and working together will affect satisfaction in the relationship between the team members. The study focused on the scope of the commitment of the teams that have an impact on relationship satisfaction in work and organizational citizenship behavior (Baron and Kenny, 1998). Bishop et al. (2005) found that the commitment of the team and the organization's commitment support the relationship between perception and action. The scope of the team work has relationship between satisfaction in work and organizational citizenship behavior (David and Thomas, 2008).



Mischel (1973) reveal that working together to create a competitive situation contributes a team influencing goal achievement. Baranik, Barron, and Fenney (2007), study of the perception within the team is inspiring for work, education, and competition, all of which teams are related to goal achievement. Emery and Fredendall (2002) showed that teamwork makes the organization develop profitably because teamwork will improve performance and affect the profitability of the organization.

Therefore, it is suggested that the following hypotheses are presented:

***Hypothesis 1a: The higher the team spirit orientation is, the more likely that the firms will gain greater organizational citizenship behavior.***

***Hypothesis 1b: The higher the team spirit orientation is, the more likely that the firms will gain greater employee creativity.***

***Hypothesis 1c: The higher the team spirit orientation is, the more likely that the firms will gain greater employee commitment.***

***Hypothesis 1d: The higher the team spirit orientation is, the more likely that the firms will gain greater best goal achievement.***

***Hypothesis 1e: The higher the team spirit orientation is, the more like that the firms will gain greater firm profitability.***

#### Training Intention Focus

The intention of training is given to the extent of an organization's employees who are committed to helping employees learn and acquire new skills (Lee and Bruvold, 2003). Training intention is a key component of human resources for organizations to gain a sustainable competitive advantage (Randall and Ian 1984). Training intention is also an important way for organizations to invest in human capital, which in turn, affects employee attitudes, behaviors and skills that qualify for the job or a higher position (Ling, Tao, and Peng 2014). Thus, training intention focus refers to



organizational ability that promotes the employees to enhance their knowledge, accumulating positive attitudes and receiving new experience.

Niehoff and Moorman (1993) suggested that training in leadership prepare leaders with appropriate behavior in that leadership training can improve organizational citizenship behavior. Skarlicki and Latham (1997) found important factors that can contribute to own development and organization. The cause of the change in their behavior in that leadership training is based on organizational citizenship behavior.

Training intention is central to developing a system that aims to increase the involvement of employee creativity in the manufacturing process (Keep et al., 2002). Ahmad and Bakar (2003) concluded that the intention of training contributes to the knowledge, understanding, attitudes, and creativity in the training process of the organization in that the training intention is associated with significant organization creativity. Jex and Britt (2008) reveal that training organizations develop the skills, and that the creative process is created to develop a valuable human resource for employees who are creative. Cagri and Osman (2010) confirm that training, which is an investment in human resources, is the most important because it enhances the knowledge, skills, attitudes, and behaviors of employee creativity in their work.

Eisenberger, Fasolo, and Valerie, (1990), studied training to support the creation of attitudes; thoughts, feelings, and personal expression that were positively correlated with organizational commitment. Birdi et al. (2008) found that training can motivate employees to work more effectively and create employee commitment to the organization. Ahmed and Bakar (2003) previous study has shown that training activities including access to training, the benefits of training and the support of organizations associated with the organization's commitment to learning. Employee training may increase the impact of its commitment to sustainable development and tests the impact of training to help understand the relationship between commitment and sustainable development (Zhiqiang et al., 2014). Previous study examined the impact of the training to be related to the attitude of the staff's commitment to the organization (Sanghamitra and Kenneth, 2014).

Griffith and Roland (1997) assert that training is a way to make people get the opportunity to develop their abilities and characteristics to effectively a achieve goal. Galindo-Rueda and Haskel (2005) confirm that training creates knowledge, experience



and skills to make an investment in personnel training for the effectiveness and profitability of the company. Mohamed et al. (2008) showed that training employees develop employees within the organization that will cause costs that the relationship is between training and the profitability of the company.

Therefore, it is suggested that the following hypotheses are presented:

***Hypothesis 2a: The higher the training intention focus is, the more likely that the firms will gain greater organizational citizenship behavior.***

***Hypothesis 2b: The higher the training intention focus is, the more likely that the firms will gain greater employee creativity.***

***Hypothesis 2c: The higher the training intention focus is, the more likely that the firms will gain greater employee commitment.***

***Hypothesis 2d: The higher the training intention focus is, the more likely that the firms will gain greater best goal achievement.***

***Hypothesis 2e: The higher the training intention focus is, the more like that the firms will gain greater firm profitability.***

#### Information-Sharing Emphasis

Information-sharing is the groups that have to share or exchange resources, exchange development, and create a database of knowledge or practice together (Moye and Langfed, 2004). Jaeger and Burnett (2005) found that information-sharing is to focus on studying behavioral patterns with the sharing of knowledge and sharing of resources within the organization. Andres and Zmud (2002) suggested that information-sharing leads to collaboration and the process of internal communication. Hatala and Lutta (2009) showed that information-sharing related to the structure of the database and the system of monitoring databases used to share the work together. Pilerot (2012) studied to focus on supporting the sharing of information, knowledge and technology that is a part of a variety of information exchange. Thus, information-sharing emphasis



refers to organizational ability that encourages the employee to share data, knowledge, mass media, technology, and having the mass media connection to include the data base system.

Employee behavior is a recognition of information technology, and a highly skilled and experienced workforce that organizational citizenship behavior may be related to in the sharing of information (Saradha and Patrick, 2011). Chang and Hsu (2015) have the idea that creativity is the driving force in the promotion of technology, information, and intelligence that employee creativity, through the perception of information is creative ideas and opinions in the workplace. Pare and Tremblay (2007) presented the study that information-sharing is part of the job attitude, role behavior and employee commitment within the organization that are integrating the concept of information-sharing and the participation of employee commitment which has yielded signification. Tseng (2015), supports information sharing in the right environment that would enable sharing of appropriate information on achievement that shares information in hotel environment, affecting the achievement of the goal. Tapia, Tascon, and Fanjul (2010), determine the effect of interaction between information-sharing, knowledge, and technology to exchange information in that information-sharing is the implementation of the hotel's profitability.

Therefore, it is suggested that the following hypotheses are presented:

***Hypothesis 3a: The higher the information intention focus is, the more likely that the firms will gain greater organizational citizenship behavior.***

***Hypothesis 3b: The higher the information intention focus is, the more likely that the firms will gain greater employee creativity.***

***Hypothesis 3c: The higher the information intention focus is, the more likely that the firms will gain greater employee commitment.***

***Hypothesis 3d: The higher the information intention focus is, the more likely that the firms will gain greater best goal achievement.***



***Hypothesis 3e: The higher the information intention focus is, the more like that the firms will gain greater firm profitability.***

#### Equality Awareness Implementation

Equality awareness is the recognition of the individual to overcome the shortcomings of justice under the law (Sen, 1985). Martinex and Hebl (2010) showed that employees receiving the recognition of rights, benefits and equality in working within the organization. Schwartz (2014) suggested that equality awareness is perceived as shared norms and values that everyone should be treated equally, regardless of socio-economy, gender, or ethnicity. Thus, equality awareness implementation refers to an organizational ability that encourages the employee to have the rights of receiving benefit and to be treated by similar laws.

Bergensen (2007) found that the perceptions of justice in operating within the organization affect the organizational citizenship behaviors by allowing them to work better. Schlanger and Sprung (2012) examined that the recognition of the interests and the expectations and behavior of workers concerning equality, perceived that equality that is associated with organizational citizenship behavior. Schwartz (2014) asserted that equality awareness is a recognition of norms, values and social rights associated with a behavior of equality that perceives as equally stimulating as in organizational citizenship behavior. Hirschman (1970) confirm that equality awareness is working in an environment that equally reflects the creativity, expectations and justice in the work that is equal to the perceived influence on employee creativity. Garud and Karnoe (2001) stated that to promote justice and the benefits of working in an environment of equality promotes employee commitment to the organization. Stoet and Geary (2015) concluded that the conditions of work motivate work to achieve goals by treating equality in the work of the employee that will contribute to the organization achieving goals. Else-Quest, Hyde, and Linn (2010) reveal that recognizing and realizing the benefits gained from working with equality lead to an operational employee with a focus on creating profitability.

Therefore, it is suggested that the following hypotheses are presented:



***Hypothesis 4a: The higher the equality awareness implementation is, the more likely that the firms will gain greater organizational citizenship behavior.***

***Hypothesis 4b: The higher the equality awareness implementation is, the more likely that the firms will gain greater employee creativity.***

***Hypothesis 4c: The higher the equality awareness implementation is, the more likely that the firms will gain greater employee commitment.***

***Hypothesis 4d: The higher the equality awareness implementation is, the more likely that the firms will gain greater best goal achievement.***

***Hypothesis 4e: The higher the equality awareness implementation is, the more like that the firms will gain greater firm profitability.***

#### Talent Creativity Capability

Talent creation involves development, evaluation, and employee retention with high performance and high potential in the organization (Scullion and Collings, 2006). Talent creation is an important role in attracting talented human resources appropriate for economic activities (Jacobs, 1961). Talent is an important part of innovation and entrepreneurship in developing countries (Florida, 2002). Thus, talent creativity capability refers to organizational ability that creates the employees to enhance knowledge, ability, skill thought, decision makes, and creating that added value to organization.

Talent management and talent creative thinking that have the potential to create an organization to promote the progress and potential. The concept of talent management has the same concept of talent creative, according to the study. Collings and Mellahi (2009) found that talent management is managing behavior that indicates the skills and ability to work effectively in that the talent management affects organizational citizenship behavior as well. Vural, Vardarlier, and Aykir (2012) suggested that talent management participates in the work of the organization and has been very successful in developing and retaining talented employees. Wheatley (2001) showed that employee



talent and employee creativity are determined to use their creativity to become an important asset for the organization. Mellander and Florida (2011) reveal that talent management is a critical process in the development of creativity, variety and novelty, which are important contributions to the development of the organization in that talent management is an important role of employees with creativity. Canavan, Scott, and Mangematin (2013) concluded that talent management is the company's ability to attract creative employees and organizations that are creative, and to take advantage of the organization. Collings and Mellahi (2009) assert that talent management is critical to understand human behavior and develop strategies for managing talent in that employee commitment is important to develop the talent to manage it effectively. Ghosh, Reio, and Haynes (2012) confirm that talent management is the development of leadership behavior to create employees who are committing to work with organizations to achieve organizational goals. Bhatti et al. (2011) found that talent management is managing work by motivating and creating employee commitment to bring the most goal achievement to the organization. Brouer, Harris, and Kacmar (2011) examined that talent management is to develop leadership in operations with positive behavior towards employee commitment for the organization to achieve its goals. McGahan and Porter (1997) studied that talent management can effectively explain the operation of an industry with talent management, and that can take a company's profitability.

Therefore, it is suggested that the following hypotheses are presented:

***Hypothesis 5a: The higher the talent creativity capability is, the more likely that the firms will gain greater organizational citizenship behavior.***

***Hypothesis 5b: The higher the talent creativity capability is, the more likely that the firms will gain greater employee creativity.***

***Hypothesis 5c: The higher the talent creativity capability is, the more likely that the firms will gain greater employee commitment.***



***Hypothesis 5d: The higher the talent creativity capability is, the more likely that the firms will gain greater best goal achievement.***

***Hypothesis 5e: The higher the talent creativity capability is, the more like that the firms will gain greater firm profitability.***

#### Organizational Citizenship Behavior

Organizational citizenship behavior is the behavior that involves a relationship to work effectively in the workplace (Podsakoff et al., 2000). Organizational citizenship behavior is a behavior that indicates the commitment of the organization and cooperation within the organization (Organ and Ryan, 1995). Thus, organizational citizenship behavior refers to the co-operation and help among workers in the organization who are generally called to perform unexpected behavior, and who can be found to lead in organizational achievement (Organ, 1988).

Mowday, Porter, and Steers (1982) suggested that organizational citizenship behavior is works to create a culture of commitment and dedication to the organization in order to achieve organizational goals. Organizational citizenship behavior has a positive effect on employee commitment to working to achieve corporate goals. Norris and Levy (2004) found that organizational citizenship behavior volunteers to work with willingness, sincerity and employee commitment to work effectively within the organization. This is the organizational citizenship behavior that is effectively linked to the employee commitment of work. Mumford (2000) showed that the behavior of employees who work willingly and demonstrate creativity in presenting an innovative approach that led to the development of the organization, is the organizational citizenship behavior that has a the relationship with the creative employee to develop the organization. Katz and Kahn (1966) reveal that organizational citizenship behavior is important in that all employees will work together to achieve organizational goals. Organ (1977) asserted that organizational citizenship behavior is the role of employee behavior in workplace cooperation to achieve organizational goals in that organizational citizenship behavior influences the achievement of organizational goals. Mackenzie, Podsakoff, and Fetter, (1993) confirm that organizational citizenship behavior arises from the behavior of a partnership to work together to achieve organizational goals.



Podsakoff and Mackenzie (1994) concluded that organizational citizenship behavior is an employee behavior that expresses mutual assistance in working effectively to achieve the goals of the organization.

Therefore, it is suggested that the following hypotheses are presented:

***Hypothesis 6a: The higher the organizational citizenship behavior is, the more likely that the firms will gain greater employee creativity.***

***Hypothesis 6b: The higher the organizational citizenship behavior is, the more likely that the firms will gain greater employee commitment.***

***Hypothesis 6c: The higher the organizational citizenship behavior is, the more likely that the firms will gain greater best goal achievement.***

#### Employee Creativity

The concept of employee creativity reflects goal achievement and performance (McClelland, 1961). Gong et al. (2013) found that goals and creativity have contributed positively to a new system. Ella and Beenen (2015) found that an employee with creative ideas fosters innovation and goals achievement. Thus, employee creativity refers to employee behavior that creates new innovation, new systems, and the ability to solve problems (Mowday, Porter, and Steers, 1982).

Accordingly, Taggar (2002) found that the creativity of the employee is those employees who have innovative thinking. This benefits the organization and is the creative process that leads to achieving success. Hirst, Knippenberg, and Zhou (2009) suggested that employee creativity is the process of thinking of diversion, responding to organizational objectives that are beneficial to the organization's goal achievement. Hirst et al. (2011) studied the creativity employees are the differences of opinion of each employee to influence the operation and affect the goal achievement of the organization. Kim and Lee (2012) asserted that employee creativity creates the capacity and capability of an employee to bring benefits to the organization. This employee creativity will contribute to the goal achievement of the organization.

Therefore, it is suggested that the following hypothesis is presented:



***Hypothesis 7: The higher the employee creativity is, the more likely that the firms will gain greater best goal achievement.***

#### Employee Commitment

The concept of employee commitment is the attitude of the employee that is thinking, feeling, and recognizing is its commitment to achieve the corporate objective (Podsakoff and MacKenzie (1994). Allen and Meyer (1990) defined that employee commitment is the relationship of the satisfaction, proud, and commitment of employees towards achieving corporate goals. Meyer et al. (1989) found that employee commitment is the behavior of the employee who is dedicated to work for the organization, and the importance of the organization's objectives. Thus, employee commitment refers to an organization's employees who behave partially as a membership, and is very proud to help the organization to achieve the objectives (Meyer et al., 1989)

Indeed, Benkhoff (1997) suggested that a staff should work with commitment, dedication and the recognition of the importance of working towards the achievement of organizational goals. Jaramilo, Mulki, and Marshall (2005) found that employee commitment is to work with the thinking, feelings and perceptions about commitment to the work in that employee commitment is positively related to achievement goals. Asiedu, Sarfo, and Adjei (2014) reveal that the concept of employee commitment is satisfaction with the work and the commitment to the organization in that employee commitment is related to the achievement of goals. Devece, Marques, and Alguacil (2016) showed that employee commitment is important for the organization because it is the goal of the organization to achieve its objectives in that employee commitment affects goal achievement.

Therefore, it is suggested that the following hypothesis is presented:

***Hypothesis 8: The higher the employee commitment is, the more likely that the firms will gain greater best goal achievement.***



### Best Goal Achievement

Best goal achievement is the business planning, and market segmentation that have been recognized by customers, will achieve the goals and profitability of the company (Spanos, Zaralis, and Lioukas, 2004). Li and Ling (2012) showed that the business operates market segmentation to effectively relate to the ability of profitability in the industry. Thus, best goal achievement refers to organizations that carry on business that the set plan and the growth of marketing share that has been recognized by customers and other relationships.

Mason (1939) mentioned that the concept of goal achievement is in the implementation of a firm's profitability. Bain (1956) proposed that the companies must importantly operate and achieve the goal of the performance in that the company has the ability to profitability. Porter (1980) found that the industry has a strategy to achieve an impact on the profitability of the company. Ormanindni and Stringa (2008) asserted that the business is best structured; best planned, and has great market success in the implementation of relationships among the profitability of the company.

Therefore, it is suggested that the following hypothesis is presented:

***Hypothesis 9: The higher the best goal achievement is, the more likely that the firms will gain greater firm profitability.***

### Firm Profitability

Firm profitability is the financial income and profits that are the benefits of investing in companies (Dedrick, Gurbaxani, and Kraemer, 2003). The firm profitability of the company is operating which a financial income that impacts the profitability of the company (Chari and Banalieva, 2015). Thus, firm profitability refers to organization that carry on business that is relatively measured by achievement of financial income.

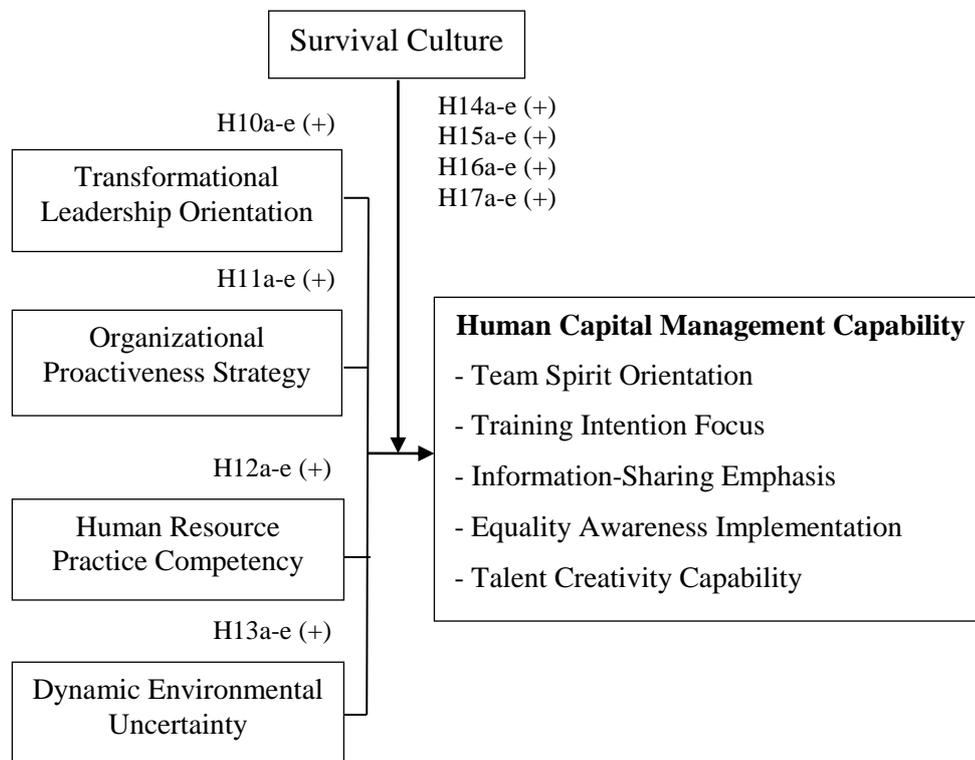
Capon, Farley, and Hoenig (1990) found that firm profitability showed growth in sales, and positively correlated to financial performance. Kauffman and Walden (2001) showed that companies that have invested in the operation will affect the revenue and growth in profitability of the company. Alvaro and Dau (2009) suggested that the company that has expanded its market effectively will have a positive relationship to the profitability of the company. Bloom and John (2010) discuss that the



success of the business is related to the profitability of the company. Mithas et al. (2012) confirm that companies with the ability to invest effectively will affect the profitability of the company. Leischnig and Kati (2016) reveal that the profitability of the company is related to sales strategies to maximize benefits.

### **The Effects of Antecedent Variables on Human Capital Management Capability and the Moderating of Survival Culture**

Figure 3 The Effects of Antecedent Variables on Human Capital Management Capability and the Moderating Role of Survival Culture



#### Transformational Leadership Orientation

The concept of transformational leadership is the focus on the leaders and the motivation to change and improve the performance of organizations (Avolio et al., 2004). In this study, transformational leadership orientation refers to behavior focused on job execution that helps encourage the inspiration and pay attention to employees in order to change and develop occurrence in the organization (Bass and Avolio, 1989).



Pearce and Conger (2003) suggested that transformational leadership is a focusing on the ability of leaders to influence change in the best attitudes of the team and its members to work effectively. Pearce, Yoo, and Alavi (2004) found that transformational leadership is oriented toward changing the behavior of leaders to work as a team to achieve an efficient organization. Chen et al. (2012) concluded that transformational leadership is a form of leadership that is focused on the utility of the team members and achieves goals. Sun, Xu, and Zhang (2014) showed that transformational leadership focuses on creating a positive attitude and an encouraging team spirit of enterprise development, to be effective. Howell and Frost (1989) found that transformational leadership is oriented toward the employee with a positive attitude about learning and training that can lead to operational efficiency. Barling et al. (1996) reveal that transformational leadership is a leadership that focuses on the satisfaction of employees with the training intention that leads to a positive attitude and is shared between subordinates and superiors. Hassan, Fuwad, and Rauf (2010) confirm that transformational leadership role is the focus on training to motivate employees to work more efficiently. Moynihan, Pandey, and Wright (2011) asserted that transformational leadership plays a role in changing the sharing of information in order to work most effectively with that the transformational leadership that influences the sharing of information to achieve efficiency. Levac (2008) suggested that transformational leadership is considering the issue of gender, and other forms of equality, because it can modify to ensure that it can respond to the enterprise. Philip (2015) examined that transformational leadership promoted the behavior of employees to have the ability to work as a talent management process to contribute to the success of the organization's goals.

Therefore, it is suggested that the following hypotheses are presented.

***Hypothesis 10a: The higher the transformational leadership orientation is, the more likely that the firms will gain greater team spirit orientation.***

***Hypothesis 10b: The higher the transformational leadership orientation is, the more likely that the firms will gain greater training intention focus.***



*Hypothesis 10c: The higher the transformation leadership orientation is, the more likely that the firms will gain greater information-sharing emphasis.*

*Hypothesis 10d: The higher the transformation leadership orientation is, the more likely that the firms will gain greater equality awareness implementation.*

*Hypothesis 10e: The higher the transformation leadership orientation is, the more likely that the firms will gain greater talent creativity capability.*

#### Organizational Proactiveness Strategy

The concept of organizational proactiveness strategy is focused on a strategy to create a competitive advantage and increase higher business opportunities (Raghuram, 1994). In this study, organizational proactiveness strategy refers to the organization capability on the occasionally analyses the circumstance that can make higher business opportunity and build beneficial competition (Lawrence, 1997).

Accordingly, Balkin and Luis (1990) examined the strategic importance of the organization's business strategy to indicate the importance of human capital management. Luis (1992) found that the company's strategy has been involved in performance, adaptability, scope and process of human capital management. Grimm and Smith (1991) suggested that the senior management team is a role with responsibility for corporate strategy with strategy formulation and implementation of strategies to achieve operations by which the senior management team influences the company's strategy. Lawrence (1997) showed that a team committed to a change in strategy for the organization's operations improves efficiency. Rau (2008) reveal that the executive team is responsible for team-building, decision-making and have a responsibility directly for manage corporate strategy for organizational success. Jackson, Schuler, and Rivero (1989) assert that training employees to change employee behavior, to learn and respond to the implementation of corporate strategies is for effectiveness. Yen et al. (2003) confirm that the team demonstrated that members of the team have worked together and presented information for a proactive relationship with the corporate strategy. Tawney (1964) suggested that part of the strategy of the organization is encouraged to participate equally in responsibility and non-discrimination in the



workplace with equality as an advantage in the competition. Rubery (2002) studied that enhancing equality is the opportunity between strategy and talent management of the entrepreneurs.

Therefore, it is suggested that the following hypotheses are presented.

***Hypothesis 11a: The higher the organizational proactiveness strategy is, the more likely that the firms will gain greater team spirit orientation.***

***Hypothesis 11b: The higher the organizational proactiveness strategy is, the more likely that the firms will gain greater training intention focus.***

***Hypothesis 11c: The higher the organizational proactiveness strategy is, the more likely that the firms will gain information-sharing emphasis.***

***Hypothesis 11d: The higher the organizational proactiveness strategy is, the more likely that the firms will gain greater equality awareness implementation.***

***Hypothesis 11e: The higher the organizational proactiveness strategy is, the more likely that the firms will gain greater talent creativity capability.***

#### Human Resource Practice Competency

The concept of human resource practice competency is the development of skills, training, and strengthening knowledge to play a pivotal role in building human resource capabilities (Baldwin and Johnson, 1996). In this study, human resource practice competency refers to human resource methodology that is systematized in order to help enhance knowledge, skill and ability for an organization's employees (Srimannarayana, 2013).

Camp et al. (2004) showed that human resource management is the development of a potential employee or team to lead the development and continuous work of improvement. Boselie, Dietz, and Boon (2005) found that training is the human resources process of changing a system to develop human resources with the knowledge, skills and attitudes required for the operation. Benevene and Cortini (2010) suggested that the focus is on human resources through training and evaluating of employees to



become critical of human capital management. Gallagher (1991) reveal that information should be provided as part of human resource management that plays a key role in the development of information systems to be used in the organization's operations more effectively. Kapoor and Sherif (2012) concludes that human resources practice is operational capabilities, shared information in a system, and a key factor in the process of reliance on information systems. Morand and Merriman (2012) confirm that human resource management is a critical factor in the performance of an organization that promotes, develops and equalize opportunity to lead the organization effectively. Gumus, Gumus, and Kurban, (2013) asserted that human resource management is the human resource process of management in aptitude, intelligence and talent management which is learning together to lead the development of human resources in the organization.

Therefore, it is suggested that the following hypotheses are presented.

***Hypothesis 12a: The higher the human resource practice competency is, the more likely that the firms will gain greater team spirit orientation.***

***Hypothesis 12b: The higher the human resource practice competency is, the more likely that the firms will gain greater training intention focus.***

***Hypothesis 12c: The higher the human resource practice competency is, the more likely that the firms will gain greater information-sharing emphasis.***

***Hypothesis 12d: The higher the human resource practice competency is, the more likely that the firms will gain greater equality awareness implementation.***

***Hypothesis 12e: The higher the human resource practice competency is, the more likely that the firms will gain greater talent creativity capability.***

#### Dynamic Environmental Uncertainty

The concept of dynamic environmental uncertainty is the relationship between changing dynamic and environmental performance of companies in sustainability (Wehrmeyer and McNeil, 2000). Among changes in the dynamic environment,



companies face increasing pressure to improve their performance in sustainability (Cunningham and Gadenne, 2003). In this study, dynamic environment uncertainty refers to the unstable context that holds complexities, and continuous happening effectively to the organization (Malhotra, 2000).

Keck (1997) suggested that the senior management team is a collaboration between members of the executive team in the work environment where there may be problems of uncertainty in the operation. Liang et al. (2010) showed that teamwork is a group of individuals working together to achieve success in the workplace in which an uncertain environment affects its operations of the organization. Ochieng et al. (2013) found that the team has communication behavior between groups to achieve a common understanding, but in an environment of uncertainty, it may affect communication performance. Nikandrou et al. (2008) asserted that employees are trained to develop skills, knowledge and ability to work to control the uncertain environment. Ji et al. (2012) concluded that staff training is to create a positive attitude of employees towards work so that the worker is ready to respond in an environment of uncertainty. Maria, Eulogio, and Vera, (2012) confirm that training is employee learning in the environment of uncertainty which affects organizational performance. Gallbraith (1973) examined that team executives communicate and share information about the environment of uncertainty for the organization's operations. Nagarajan et al. (2013) mentioned that organizations are operating under an environment of uncertainty, affecting the exchange of information useful for the management of human capital. Erika (2009) suggested that the environment is changing rapidly, and an uncertainty which is factors that cannot be controlled affect the operations, which implies that equality which is the main goal of the organization. Araujo and Davids (2011) found that organizations can adapt to the changing environment which is important to the talent management to lead the organization towards the goal.

Therefore, it is suggested that the following hypotheses are presented.

***Hypothesis 13a: The higher the dynamic environmental uncertainty is, the more likely that the firms will gain greater team spirit orientation.***



*Hypothesis 13b: The higher the dynamic environmental uncertainty is, the more likely that the firms will gain greater training intention focus.*

*Hypothesis 13c: The higher the dynamic environmental uncertainty is, the more likely that the firms will gain greater information-sharing emphasis.*

*Hypothesis 13d: The higher the dynamic environmental uncertainty is, the more likely that the firms will gain greater equality awareness implementation.*

*Hypothesis 13e: The higher the dynamic environmental uncertainty is, the more likely that the firms will gain greater talent creativity capability.*

#### Survival Culture

The concept of survival culture is the line as the common practice of preparation of society moral values, and beliefs for the survival of the organization (Hofstede and Geet, 1980). The multi-cultural and multi-generational employee and contractors in the workplace are increasing (McCray, 2008). The cultural significance associated with the operations and strategies are needed to increase the efficiency of the project (Jetu and Riedl, 2013). To determine the impact of operational and training is the willingness to participate in a collaborative enterprise (Adekiya and Ibrahim, 2016). In this study, survival culture refers to the practical way of co-operation for the readiness in building the strength and trust worthiness for the organization that is adopted from business competition (Hofstede and Geet, 1980).

Survival culture is determined pattern, a system of ideas, beliefs, and a map showing what to do in a situation to survive in the hotel industry (Erkutlu, 2012). Hayton and Cacciotti (2014) focus on cultural survival as something valuable, the organization is bound to lead to success. The survival culture encourages a culture of human capital management related to security, rules, and the work of employees (AlHogail, 2015).

Survival cultural is important to the positive impact of teamwork on the project's success (Belassi and Tukel, 1996). Kappos and Rivard (2008) found that cultural survival affects human capital management capability and firm performance of the project team.



The efficiency of survival culture based on the human capital management capability that this can cause firm profitability (Rodrigues, Bu, and Min, 2000). The evaluation of training local managers could measure about the establishment of corporate culture (Zhao, 2005). Leadership practices influence the culture of employee training within the organization (Yap and Webber, 2015).

The readiness of the organization must have a basic understanding of survival culture (Oliver, 2008). Survival culture supports social security and operations that are in the organization (Schlienger and Teufel, 2003). Survival cultural is the beliefs and practices in human capital management (Trudi, 2013).

The principle of equality implies cultural context, beliefs and patterns that are fair to reflect the equality of cultures (Barry, 2001). The equality of the survival culture is equality on cultural norms and cultural relations that occur within an organization (He, 2004).

Therefore, it is suggested that the following hypotheses are presented.

***Hypothesis 14: The relationships between transformation leadership orientation and (a) team spirit orientation, (b) training intention focus, (c) information-sharing emphasis, (d) equality awareness implementation, and (e) talent creativity capability will be positively moderated by survival culture.***

***Hypothesis 15: The relationships between organizational proactiveness strategy and (a) team spirit orientation, (b) training intention focus, (c) information-sharing emphasis, (d) equality awareness implementation, and (e) talent creativity capability will be positively moderated by survival culture.***

***Hypothesis 16: The relationships between human resource practice competency and (a) team spirit orientation, (b) training intention focus, (c) information-sharing emphasis, (d) equality awareness implementation, and (e) talent creativity capability will be positively moderated by survival culture.***



***Hypothesis 17: The relationships between dynamic environmental uncertainty and (a) team spirit orientation, (b) training intention focus, (c) information-sharing emphasis, (d) equality awareness implementation, and (e) talent creativity capability will be positively moderated by survival culture.***

### **Summary**

This chapter details the conceptual model of human capital management capability and firm profitability. This chapter has detailed the literature review, theories and conceptual framework constructed, and has proposed a set of 17 testable hypotheses. Human capital management capability is the main concern of this research that is focused on its antecedents and consequences. It also investigates the impact of employee creativity, organizational citizenship behavior and employee commitment on best goal achievement and firm profitability through the effect of the moderating role of survival culture. Table 3 presents summaries of all hypotheses relationships as shown below.

Table 3 Summary of Hypothesized Relationships

<b>Hypotheses</b>	<b>Description of Hypothesized Relationships</b>
H1a	The higher the team spirit orientation is, the more likely that the firms will gain greater organizational citizenship behavior.
H1b	The higher the team spirit orientation is, the more likely that the firms will gain greater employee creativity.
H1c	The higher the team spirit orientation is, the more likely that the firms will gain greater employee commitment.
H1d	The higher the team spirit orientation is, the more likely that the firms will gain greater best goal achievement.
H1e	The higher the team spirit orientation is, the more like that the firms will gain greater firm profitability.
H2a	The higher the training intention focus is, the more likely that the firms will gain greater organizational citizenship behavior.



Table 3 Summary of Hypothesized Relationships (continued)

<b>Hypotheses</b>	<b>Description of Hypothesized Relationships</b>
H2b	The higher the training intention focus is, the more likely that the firms will gain greater employee creativity.
H2c	The higher the training intention focus is, the more likely that the firms will gain greater employee commitment.
H2d	The higher the training intention focus is, the more likely that the firms will gain greater best goal achievement.
H2e	The higher the training intention focus is, the more like that the firms will gain greater firm profitability.
H3a	The higher the information intention focus is, the more likely that the firms will gain greater organizational citizenship behavior.
H3b	The higher the information intention focus is, the more likely that the firms will gain greater employee creativity.
H3c	The higher the information intention focus is, the more likely that the firms will gain greater employee commitment.
H3d	The higher the information intention focus is, the more likely that the firms will gain greater best goal achievement.
H3e	The higher the information intention focus is, the more like that the firms will gain greater firm profitability.
H4a	The higher the equality awareness implementation is, the more likely that the firms will gain greater organizational citizenship behavior.
H4b	The higher the equality awareness implementation is, the more likely that the firms will gain greater employee creativity.
H4c	The higher the equality awareness implementation is, the more likely that the firms will gain greater employee commitment.
H4d	The higher the equality awareness implementation is, the more likely that the firms will gain greater best goal achievement.
H4e	The higher the equality awareness implementation is, the more like that the firms will gain greater firm profitability.



Table 3 Summary of Hypothesized Relationships (continued)

<b>Hypotheses</b>	<b>Description of Hypothesized Relationships</b>
H5a	The higher the talent creativity capability is, the more likely that the firms will gain greater organizational citizenship behavior.
H5b	The higher the talent creativity capability is, the more likely that the firms will gain greater employee creativity.
H5c	The higher the talent creativity capability is, the more likely that the firms will gain greater employee commitment.
H5d	The higher the talent creativity capability is, the more likely that the firms will gain greater best goal achievement.
H5e	The higher the talent creativity capability is, the more like that the firms will gain greater firm profitability.
H6a	The higher the organizational citizenship behavior is, the more likely that the firms will gain greater employee creativity.
H6b	The higher the organizational citizenship behavior is, the more likely that the firms will gain greater employee commitment.
H6c	The higher the organizational citizenship behavior is, the more likely that the firms will gain greater best goal achievement.
H7	The higher the employee creativity is, the more likely that the firms will gain greater best goal achievement.
H8	The higher the employee commitment is, the more likely that the firms will gain greater best goal achievement.
H9	The higher the best goal achievement is, the more likely that the firms will gain greater firm profitability.
H10a	The higher the transformational leadership orientation is, the more likely that the firms will gain greater team spirit orientation.
H10b	The higher the transformational leadership orientation is, the more likely that the firms will gain greater training intention focus.
H10c	The higher the transformation leadership orientation is, the more likely that the firms will gain greater information-sharing emphasis.



Table 3 Summary of Hypothesized Relationships (continued)

<b>Hypotheses</b>	<b>Description of Hypothesized Relationships</b>
H10d	The higher the transformation leadership orientation is, the more likely that the firms will gain greater equality awareness implementation.
H10e	The higher the transformation leadership orientation is, the more likely that the firms will gain greater talent creativity capability.
H11a	The higher the organizational proactiveness strategy is, the more likely that the firms will gain greater team spirit orientation.
H11b	The higher the organizational proactiveness strategy is, the more likely that the firms will gain greater training intention focus.
H11c	The higher the organizational proactiveness strategy is, the more likely that the firms will gain information-sharing emphasis.
H11d	The higher the organizational proactiveness strategy is, the more likely that the firms will gain greater equality awareness implementation.
H11e	The higher the organizational proactiveness strategy is, the more likely that the firms will gain greater talent creativity capability.
H12a	The higher the human resource practice competency is, the more likely that the firms will gain greater team spirit orientation.
H12b	The higher the human resource practice competency is, the more likely that the firms will gain greater training intention focus.
H12c	The higher the human resource practice competency is, the more likely that the firms will gain greater information-sharing emphasis.
H12d	The higher the human resource practice competency is, the more likely that the firms will gain greater equality awareness implementation.
H12e	The higher the human resource practice competency is, the more likely that the firms will gain greater talent creativity capability.
H13a	The higher the dynamic environmental uncertainty is, the more likely that the firms will gain greater team spirit orientation.
H13b	The higher the dynamic environmental uncertainty is, the more likely that the firms will gain greater training intention focus.



Table 3 Summary of Hypothesized Relationships (continued)

<b>Hypotheses</b>	<b>Description of Hypothesized Relationships</b>
H13c	The higher the dynamic environmental uncertainty is, the more likely that the firms will gain greater information-sharing emphasis.
H13d	The higher the dynamic environmental uncertainty is, the more likely that the firms will gain greater equality awareness implementation.
H13e	The higher the dynamic environmental uncertainty is, the more likely that the firms will gain greater talent creativity capability.
H14a	The relationships between transformation leadership orientation and team spirit orientation will be positively moderated by survival culture.
H14b	The relationships between transformation leadership orientation and training intention focus will be positively moderated by survival culture.
H14c	The relationships between transformation leadership orientation and information-sharing emphasis will be positively moderated by survival culture.
H14d	The relationships between transformation leadership orientation and equality awareness implementation will be positively moderated by survival culture.
H14e	The relationships between transformation leadership orientation and talent creativity capability will be positively moderated by survival culture.
H15a	The relationships between organizational proactiveness strategy and team spirit orientation will be positively moderated by survival culture.
H15b	The relationships between organizational proactiveness strategy and training intention focus will be positively moderated by survival culture.



Table 3 Summary of Hypothesized Relationships (continued)

<b>Hypotheses</b>	<b>Description of Hypothesized Relationships</b>
H15c	The relationships between organizational proactiveness strategy and information-sharing emphasis will be positively moderated by survival culture.
H15d	The relationships between organizational proactiveness strategy and equality awareness implementation will be positively moderated by survival culture.
H15e	The relationships between organizational proactiveness strategy and talent creativity capability will be positively moderated by survival culture.
H16a	The relationships between human resource practice competency and team spirit orientation will be positively moderated by survival culture.
H16b	The relationships between human resource practice competency and training intention focus will be positively moderated by survival culture.
H16c	The relationships between human resource practice competency and information-sharing emphasis will be positively moderated by survival culture.
H16d	The relationships between human resource practice competency and equality awareness implementation will be positively moderated by survival culture.
H16e	The relationships between human resource practice competency and talent creativity capability will be positively moderated by survival culture.
H17a	The relationships between dynamic environmental uncertainty and team spirit orientation will be positively moderated by survival culture.



Table 3 Summary of Hypothesized Relationships (continued)

Hypotheses	Description of Hypothesized Relationships
H17b	The relationships between dynamic environmental uncertainty and training intention focus will be positively moderated by survival culture.
H17c	The relationships between dynamic environmental uncertainty and information-sharing emphasis will be positively moderated by survival culture.
H17d	The relationships between dynamic environmental uncertainty and equality awareness implementation will be positively moderated by survival culture.
H17e	The relationships between dynamic environmental uncertainty and talent creativity capability will be positively moderated by survival culture.



## CHAPTER III

### RESEARCH METHODS

Chapter three explains the research methods which are organized as below. Firstly, the selection of the sample and how to collect data that includes population and sample is given. Secondly, measuring variables are developed. Thirdly, monitoring tools testing accuracy and reliability, and statistical analysis are presented. Finally, a summary of variable definitions and the implementation of constructs are included.

#### **Sample Selection and Data Collection Procedure**

This research studies the impact of human capital management capabilities of hotels business in Thailand. The population is four to five star hotels business in Thailand, appointed by the Hotel Association of Thailand. The hotel business was determined for reasons as follows. First, the hotel is extremely important in the development of the national economy (Jirawuttinunt and Ussahawanitchakit, 2011). The hotel sector in the country is responsible for the adaptation capacity, because dynamic competition increase can be seen. Hotel chains around the world are likely to offer new services and expand operations in that there is an entire hotel in the local area of particular importance in the economy. In the same way, the hotel sector will adjust its strategy to expand its services to attract tourists from all destinations, both domestic and foreign. So, in order to succeed in an industry that requires a professional approach to the management of operations, particularly in the area of human resource development. In addition, government policies focus on the promotion of tourism and the continued focus on the tourism market potential. The tourism in Thailand will increase investment in innovative human capital to meet these challenges. Second, hotel industry is a labor-intensive industry. It depends on social skills, technical personnel, creativity, hard work, their commitment, and attitude (Cooney, 2012). It is true that the success of the hotel industry is based on the quality of the fact that the success of the hotel industry, which depends on the quality of staff and their effective management, helps organizations to achieve their purpose (Ongori, Iravo, and Munene, 2013). In fact, it has been argued



that the intangible assets and knowledge - based human capital, in particular are critical to the success of the companies (Omotayo, 2015). A hotel offers providers of services to the human capital of the population by the knowledgeable worker or professional. In addition, the knowledge of a workforce and organizational knowledge of the hotel can be considered an important component of effectively running a hotel in a competitive environment (Walsh, Sturman, and Longstreet, 2010). The hotel sector in Thailand is considered to have been selected as the study population.

### Population and Sample

This research is a survey of a population of 1,606 four to five star hotels, all appointed by the Hotel Association of Thailand. This database shows the level of the all hotels in Thailand that can verify and confirm that the hotel is still in business. After checking again to increase the reliability of the database, there are 1,606 hotels business remaining in business. All hotels are ranked by stars of the standard. Rating is divided into five levels and is sorted in ascending order with one star represents the lowest and five stars representing the highest standard. Key factors taken into consideration in the assessment and certification of each hotel includes three areas: standards of construction and facilities, maintenance standards, and service standards. The study population consisted of 1,473 four-star hotels and 133 five-star hotels. Due to the large size of the population, this research is necessary, for knowing the actual sample size to represent coverage of all the population, Thus, the formula to calculate sample sizes with a 95% confidence level, and  $e=.05$ , is provided by Yamene (1973). When one knows the size of the population, the sample size was determined, based on the formula as follows:

$$n = N / (1+N (e^2))$$

n = sample size

N = population size

e = level of precision

The values were set for the formula:

$$N = 1,606$$

$$e = 0.05$$

$$n = 1,606 / (1+1,606 (0.05^2))$$

$$n = 316$$



Therefore, the sample size was 316 hotel businesses in Thailand. However, although the sample size is a known minimum required for the response rate with firm levels that employ a mail survey to collect data, they are usually lower than the number sent out. Previous research suggests that the average survey response rate is in the range of 15 to 20 percent (Menon et al., 1999). To achieve or exceed the sample size, this research assumes a required sample of 20 percent. Therefore, 1,580 hotel businesses ( $316 * 100 / 20$ ) are a suitable sampling frame distribution for a mail survey.

### Data Collection

This study collected data from a cross-sectional design which measured variables one at a time. There is also a tool used in the research to design the questionnaire on the basis of previous studies. This study is appropriate because the survey methods are widely used to store data in a large geographical area by questionnaire effective (Neuman, 2006). The appointment of those who are in high positions of the organization's human resources manager, human resources director, or managing director of the hotel, because they have an important responsibility in corporate human resources. They have knowledge of human capital, business results, activities and the overall external environment. This main result would clearly preclude prescriptions of the company because important information was self-reported by their managers that are more accurate, and it is very valuable for evaluating variable different companies (Vlachos, 2008).

The questionnaires are appropriately used to collect the data in this research. There is a widely-used method for large-scale data collection in research because a representative sample can be collected from the chosen population in a variety of locations at low cost (Kwok and Shap, 1998). The questionnaires were directly distributed to each hotel business in Thailand by mail. Then, the complete questionnaires are directly sent to the researcher by the prepared returned envelopes for ensuring the confidentiality within three weeks after the initial mailing (Dillman, 1978). After four weeks of the first mailing, a phone call was made to remind them to complete and return the questionnaires. Eventually, the returned questionnaires were kept in a secured place.



According to the questionnaire mailing, 35 of the surveys were undeliverable because they were no longer in business or had moved to unknown locations. Removing undeliverable surveys from the original 1,606 mailed, and the valid mailing is 1,571 surveys, from which 347 responses were returned, They were deducted from further analysis. A survey has just been completed and the received 343 are active. The response rate is approximately 21.83%. According to Aaker, Kumer, and Day (2001), a 20% response rate for a mail survey, appropriate follow - up procedure, is acceptable. Table 4 shows the results of the questionnaires mailed for analysis in this research.

Table 4 Details of Questionnaire Mailing

Details	Number
Amount of questionnaire mailed	1,606
Number of undelivered questionnaires	35
Number of successful questionnaire mailed	1,571
Received questionnaires	347
Unusable Questionnaires	4
Usable questionnaires	343
<b>Response Rate (343/1,571) x 100</b>	<b>21.83%</b>

#### Test of Non-Response Bias

To detect possible response bias problems between respondents and non-respondents, a t-test comparison of the demographics between early and late respondents is conducted corresponding with the test for non-response bias by Armstrong and Overton (1977). Then, responses from the first group mailing are used to compare with those received from the second group mailing on the basis of demographic information, including hotel standard, firm capital, operation assets, and number of employees. If there is no statistically significant difference between early and late respondents, it demonstrates that a non-response bias does not pose a major problem (Nwachukwv et al., 1977).

All received questionnaires are divided into two equal groups. The early respondents are the first and the late respondents are the second. The first group of 172



responses used in comparison with 171 responses received from the second group on the basis of their population information included business types ( $t = -0.338, p > 0.05$ ), standard of business ( $t = 0.468, p > 0.05$ ), location of business ( $t = 0.606, p > 0.05$ ), operational capital ( $t = 0.253, p > 0.05$ ), period of time in operation ( $t = 0.345, p > 0.05$ ), average sales revenues per year ( $t = 0.621, p > 0.05$ ) and target customers ( $t = 0.122, p > 0.05$ ). The results found no statistically significant difference between early and late respondents. It also showed a non-response bias between respondents and non-respondents in terms of population. The result of the non-response bias is not an important problem in this research (see Table B, Appendix B).

## Measurements

In this research, the questionnaire consists of seven sections of alternative questionnaires using closed questions, because it is quick and easy for respondents to answer and is easy to generate and analyze the statistics (Neuman, 2006). Part of the information relates to important information such as gender, age, marital status, and income earned. The second part of the hotel business, (i.e., the number of full-time employees at the company's registered capital, and average revenues per year). The third part, the constructs is transformed to variable operating to obtain accurate measurements in research. All variables are derived from the literature, by a five-point Likert scale from 1 (strongly disagree) to 5 (strongly agree) according to Nunnally (1978) and Neuman (2006). In part four, the consequence of the company's outcomes and performance of the company to operate. Part five is about the internal factors that supporting human capital management capability. Part six is about the external factors that support the human capital management capability. Finally, as for open-ended questions, suggestions and opinions of management are included in the seventh.

### Dependent Variable

*Best goal achievement.* Best goal achievement consists of an operation that accomplishes the goals, growth rates and market share is likely to increase. This construct is measured, using a four-item scale development as a new scale, based on its definition.



*Firm profitability* is a measure of the scale adapted from Kauffman and Walden (2001). Firm profitability consists of profitability in the management, operations increased steadily and in line with the objectives set.

#### Independent Variables

This research includes the independent variable as human capital management capability, team spirit orientation, training intention focus, information-sharing emphasis, equality awareness implementation, and talent creativity capability as follows.

*Human capital management capability.* Human capital management capability refers to an organizational potentiality of human resource development in terms of knowledge, skill, experience, creative thinking, staff quality, and also to make the readiness for performing works which are the most beneficial to organization. This construct is measured using a four-item scale developed as a new scale, based on its definition.

*Team spirit orientation.* Team spirit orientation consists of targeting together the work of personnel, personnel have been working together continuously, and an environment suitable for work. This construct is measured, using a four-item scale develop as a new scale, based on its definition.

*Training intention focus.* Training intention focus consists of encouraging people to get new skills and budgeting of adequate training. This construct is measured, using a four-item scale developed as a new scale, based on its definition.

*Information-sharing emphasis.* Information-sharing emphasis consists of the exchange of information and transfer of knowledge and technology between them. This construct is measured using a four-item scale developed as a new scale based on its definition.

*Equality awareness implementation.* Equality awareness implementation consists of providing benefits welfare and operating under the same regulations. This



construct is measured, using a four-item scale development as a new scale based on its definition.

*Talent creativity capability.* Talent creativity capability consists of support personnel are presenting creative and the application of new working methods. This construct is measured, using a four-item scale development as a new scale, based on its definition.

#### Antecedent Variables

For this research, the internal and external factors are treated as antecedents of human capital management capability. This variable is measured using four factors of the internal factor, including transformational leadership orientation, organizational proactiveness strategy, human resource practice competency, and dynamic environmental uncertainty as follows.

*Transformational leadership orientation.* Transformational leadership orientation consist of visionary executives in management, can inspire the staff and to encourage people to learn to work effectively. This construct is measured by using a four-item scale development as adapted from Bass and Avolio (1989), based on its definition.

*Organizational proactiveness strategy.* Organizational proactiveness strategy consists of adoption of new technologies applied in operation, analysis of the competition all the time and find out the needs of customers. This construct is measured by using a four-item scale development as a new scale, based on its definition.

*Human resource practice competency.* Human resource practice competency consists of preparing personnel to be ready to work with the appropriate characteristics that affect the success of the organization. This construct is measured by using a four-item scale development as a new scale, based on its definition.



*Dynamic environmental uncertainty.* Dynamic environmental uncertainty consists of market is always changing; competition is increasing and clients with diverse needs. This construct is measured by using a four-item scale development as a new scale, based on its definition.

#### Mediating Variables

The mediating variables are the result of human capital management capability. This research proposes human capital management capability outcomes which consist of three variables to be detailed below.

*Organizational citizenship behavior.* Organizational citizenship behavior consists of work is in full responsibility, having a positive attitude towards work and politeness in practice. This construct is measured by using a four-item scale development as adapted from Organ, (1977), based on its definition.

*Employee creativity.* Employee creativity consists of presenting ideas and best practices with innovative ideas. This construct is measured by using a four-item scale development as a new scale, based on its definition.

*Employee commitment.* Employee commitment consists of pride in being a member of the organization and participates in making the organization successful. This construct is measured by using a four-item scale development as a new scale, based on its definition.

#### Moderating Variables

*Survival culture.* Survival culture consists of fighting competition in business, building on the strengths and to focus on the target operating clearly. This construct is measured by using a four-item scale development as adapted from Hofstede and Geert (1980), based on its definition.



### Control Variables

The control variables include hotel standard and firm capital which may affect the relationships between human capital management capability and firm profitability as follows.

*Hotel Standard.* Hotel standard is a rating that explains the quality and standard of the hotel's features that set it apart from others using a star symbol rating. The Thailand Hotel Standard is based on a universally accepted concept. A “Star Rating” is divided into five levels and arranged in ascending order with a star represents the lowest and five stars represents the highest standards. Hotel rating is found to be statistically significant to performance (Pine and Philips, 2005). Previous studies have shown that with this category of hotel stars, the higher the level, the higher the efficiency of the hotel can be expected (Hesford, Malina, and Pizzini, 2016). In this case, the hotel standard is represented by a dummy variable including 0 (four-star hotels) and 1 (five-star hotels)

*Firm capital.* Most of the extant literatures focus on firm capital that may affect human capital management capability and firm profitability (Jirawuttinunt and Ussahawanitchakit, 2011). Firm capital reflects a firm's wealth, especially a large amount of money used for producing more wealth. Firm capital reflects the wealth of the company, especially large amounts of money used to produce more wealth. Firm capital is measured by its capital or assets related to its investment in the operations of the organization (Ussahawanitchakit, 2007). According to Alfaro, Chari, and Kanczuk (2016) and Forbes (2002), large companies often have the financial superiority. In this research, firm capital is represented by a dummy variable including 0 (100,000,000 baht or less) and 1 (more than 100,000,001 baht).

### **Methods**

This research has constructed a conceptual model that is newly developed. Consequently, a pre-test method is appropriately conducted to confirm the validity and reliability of the questionnaire. Firstly, the questionnaire was examined by two



specialists and experienced scholars. Later, the reason for the pre-test was that it was conducted to determine a clear and accurate understanding of the questionnaires before collecting the actual data.

#### Validity and Reliability

*Validity.* Validity is the degree to which a measure precisely represents the correct and accurate instrument (Hair, Babin, and Anderson, 2010). Especially, the validity testing of a measurement in this research has accurately confirmed the concept or construct of the study. According to Neuman (2006), accuracy occurs if there is a poor fit between the theory and the researchers used to describe or analyze the social world and what happens in the real world. This research will test the validity of the measure or series of measures to verify that the correctly illustrates the concept of education. In this type of test, validity includes content creation and authenticity.

*Content validity* in the list reflects the content that will be common (Boudreau, Gefen, and Straub, 2001). Moreover, Nunnally and Bernstein (1994) confirmed that the content is of a sufficient scale to measure what it is intended to measure. The accuracy of the content has been enhanced by an extensive review of the query (Hair, Babin, and Anderson, 2010). After two experts issued a statement, it may be possible to improve the size and selection of the best ideas that are consistent with the definitions and recommendations of scholars.

*Construct validity.* Construct validity refers to a set of measured items which reflect the theoretical latent construct that those items are designed to measure (Hair, Babin, and Anderson, 2010). It is measured empirically by the correlation between a theoretically defined set of variables. Exploratory factor analysis (EFA) is used to test the validity of a new structure consisting of the dimensions of human capital management capability, team spirit orientation, training intention focus, information-sharing emphasis, equality awareness implementation, talent creativity capability, employee creativity, organizational citizenship behavior, transformational leadership orientation, organizational proactiveness strategy, human resource practice competency,



dynamic environmental uncertainty, and survival culture. Furthermore, confirmatory factor analysis (CFA) is used to test the construct validity developed from prior research (Carlo and Randall, 2002) which consists of best goal achievement and firm profitability. Items are used to measure each construct that was extracted to be only one principle component.

*Reliability.* Reliability is an assessment of the degree of consistency between multiple measurements of a variable (Hair, Babin, and Anderson, 2010). Moreover, it is the extent to which measurements of the particular test are repeatable (Nunnally, 1970). The results obtained from the measurements are repeated, and is the reliability of the measurement procedure higher. This research tested the reliability of using Cronbach's alpha. It is a measure of reliability. Internal consistency with Cronbach's alpha is a measure of internal consistency for two reasons: It is a very program popular of statistics and is understood very well by most researchers (Kwok and Sharp, 1998). This research uses Cronbach's alpha to measure the internal consistency, which should be greater than 0.70 (Hair, Babin, and Anderson, 2010).

### **Statistics Techniques**

Testing the hypothesis is done by checking, encoding, and recording. The basic assumption of the analysis is regression testing. This process involves checking the normality, homoscedasticity, autocorrelation, and linearity. Furthermore, the outlier problem is of concern.

*Correlation Analysis.* A bivariate-correlation is an analysis bivariate of Pearson. Now, relationships are conducted for each variable to see which variables are associated with the system. This research aims to determine the relationships. Firstly, it will continue to explore the relationships between variables. Second, correlation analysis is to determine the emergence of multicollinearity. Multicollinearity is indicated when the inter-correlation between explanatory variables exceeds 0.80 (Hair, Babin, and Anderson, 2010).



*Variance inflation factor.* This research utilizes a variance inflation factor (VIF) to test for multicollinearity. VIF is indicative of a high degree of pluralism among variables. Typically, when the VIF is over 10 (Hair, Babin, and Anderson, 2010), it should be of concern for solving the problem. This research needs to be checked.

*Multiple Regression Analysis.* The Ordinary Least Squares (OLS) regression analysis is used to test all hypotheses following the conceptual model. The regression equation generated is a linear combination of the independent variables that best explains and predicts the dependent variable (Aulakh, Masaaki, and Hildy, 2000). Accordingly, OLS regression is appropriated to examine the relationships between dependent variables and independent variables of which all variables are categorical and interval data (Hair, Babin, and Anderson, 2010). Therefore, all hypotheses in this research are transformed into eighteen equations. In addition, there are dummy variables that represent the hotel standard and firm capital, which are consistent with the data collection, including those equations for testing as follows:

$$\text{Equation 1: } OCB = \alpha_1 + \beta_1 TSO + \beta_2 TIF + \beta_3 ISE + \beta_4 EAI + \beta_5 TCC + \beta_6 HS + \beta_7 FC + \varepsilon$$

$$\text{Equation 2: } ECT = \alpha_2 + \beta_8 TSO + \beta_9 TIF + \beta_{10} ISE + \beta_{11} EAI + \beta_{12} TCC + \beta_{13} HS + \beta_{14} FC + \varepsilon$$

$$\text{Equation 3: } ECM = \alpha_3 + \beta_{15} TSO + \beta_{16} TIF + \beta_{17} ISE + \beta_{18} EAI + \beta_{19} TCC + \beta_{20} HS + \beta_{21} FC + \varepsilon$$

$$\text{Equation 4: } BGA = \alpha_4 + \beta_{22} TSO + \beta_{23} TIF + \beta_{24} ISE + \beta_{25} EAI + \beta_{26} TCC + \beta_{27} HS + \beta_{28} FC + \varepsilon$$

$$\text{Equation 5: } FPB = \alpha_6 + \beta_{29} TSO + \beta_{30} TIE + \beta_{31} ISE + \beta_{32} EAI + \beta_{33} TCC + \beta_{34} HS + \beta_{35} FC + \varepsilon$$

$$\text{Equation 6: } ECT = \alpha_5 + \beta_{36} OCB + \beta_{37} HS + \beta_{38} FC + \varepsilon$$



$$\text{Equation 7: } ECM = \alpha_5 + \beta_{39}OCB + \beta_{40}HS + \beta_{41}FC + \varepsilon$$

$$\text{Equation 8: } BGA = \alpha_5 + \beta_{42}ECT + \beta_{43}OCB + \beta_{44}ECM + \beta_{45}HS + \beta_{46}FC + \varepsilon$$

$$\text{Equation 9: } FPB = \alpha_7 + \beta_{47}BGA + \beta_{48}HS + \beta_{49}FC + \varepsilon$$

$$\text{Equation 10: } TSO = \alpha_8 + \beta_{50}TLO + \beta_{51}OPS + \beta_{52}HPC + \beta_{53}DEU + \beta_{54}HS + \beta_{55}FC + \varepsilon$$

$$\begin{aligned} \text{Equation 11: } TSO = & \alpha_9 + \beta_{56}TLO + \beta_{57}OPS + \beta_{58}HPC + \beta_{59}DEU + \beta_{60}SCL \\ & + \beta_{61}(TLO * SCL) + \beta_{62}(OPS * SCL) + \beta_{63}(HPC * SCL) \\ & + \beta_{64}(DEU * SCL) + \beta_{65}HS + \beta_{66}FC + \varepsilon \end{aligned}$$

$$\text{Equation 12: } TIF = \alpha_{10} + \beta_{67}TLO + \beta_{68}OPS + \beta_{69}HPC + \beta_{70}DEU + \beta_{71}HS + \beta_{72}FC + \varepsilon$$

$$\begin{aligned} \text{Equation 13: } TIF = & \alpha_{11} + \beta_{73}TLO + \beta_{74}OPS + \beta_{75}HPC + \beta_{76}DEU + \beta_{77}SCL \\ & + \beta_{78}(TLO * SCL) + \beta_{79}(OPS * SCL) + \beta_{80}(HPC * SCL) \\ & + \beta_{81}(DEU * SCL) + \beta_{82}HS + \beta_{83}FC + \varepsilon \end{aligned}$$

$$\text{Equation 14: } ISE = \alpha_{12} + \beta_{84}TLO + \beta_{85}OPS + \beta_{86}HPC + \beta_{87}DEU + \beta_{88}HS + \beta_{89}FC + \varepsilon$$

$$\begin{aligned} \text{Equation 15: } ISE = & \alpha_{13} + \beta_{90}TLO + \beta_{91}OPS + \beta_{92}HPC + \beta_{93}DEU + \beta_{94}SCL \\ & + \beta_{95}(TLO * SCL) + \beta_{96}(OPS * SCL) + \beta_{97}(HPC * SCL) \\ & + \beta_{98}(DEU * SCL) + \beta_{99}HS + \beta_{100}FC + \varepsilon \end{aligned}$$

$$\begin{aligned} \text{Equation 16: } EAI = & \alpha_{14} + \beta_{101}TLO + \beta_{102}OPS + \beta_{103}HPC + \beta_{104}DEU + \beta_{105}HS \\ & + \beta_{106}FC + \varepsilon \end{aligned}$$

$$\begin{aligned} \text{Equation 17: } EAI = & \alpha_{15} + \beta_{107}TLO + \beta_{108}OPS + \beta_{109}HPC + \beta_{110}DEU + \beta_{111}SCL \\ & + \beta_{112}(TLO * SCL) + \beta_{113}(OPS * SCL) + \beta_{114}(HPC * SCL) \\ & + \beta_{115}(DEU * SCL) + \beta_{116}HS + \beta_{117}FC + \varepsilon \end{aligned}$$



$$\text{Equation 18: } TCC = \alpha_{16} + \beta_{118}TLO + \beta_{119}OPS + \beta_{120}HPC + \beta_{121}DEU + \beta_{122}HS \\ + \beta_{123}FC + \varepsilon$$

$$\text{Equation 19: } TCC = \alpha_{17} + \beta_{124}TLO + \beta_{125}OPS + \beta_{126}HPC + \beta_{127}DEU + \beta_{128}SCL \\ + \beta_{129}(TLO * SCL) + \beta_{130}(OPS * SCL) + \beta_{131}(HPC * SCL) \\ + \beta_{132}(DEU * SCL) + \beta_{133}HS + \beta_{134}FC + \varepsilon$$

Where,

TSO	=	Team Spirit Orientation
TIF	=	Training Intention Focus
ISE	=	Information Sharing Emphasis
EAI	=	Equality Awareness Implementation
TCC	=	Talent Creativity Capability
ECT	=	Employee Creativity
OCB	=	Organization Citizenship Behavior
ECM	=	Employee Commitment
BGA	=	Best Goal Achievement
FPB	=	Firm Profitability
TLO	=	Transformational Leadership Orientation
OPS	=	Organizational Proactiveness Strategy
HPC	=	Human Resource Practice Competency
DEU	=	Dynamic Environmental Uncertainty
SCL	=	Survival Culture
HS	=	Hotel Standard
FC	=	Firm Capital
$\alpha$	=	Constant
$\beta$	=	Regression Coefficient
$\varepsilon$	=	Error



## Summary

This chapter details how the research is to collect information and investigate all forms of ideas to answer the research question. The content is related to the population data and sample selection procedure. Included is the collection of samples and testing of non-response bias. There is also the measurement of parameters that are followed for each of the variables in the conceptual model. It includes the use of the test of validity and reliability, and a statistical analysis will be presented. The rest of the chapter will focus on testing the hypotheses by using statistical regression analysis techniques.



Table 5 Definitions and Operational Variables of Constructs

Constructs	Definitions	Operational Variables	Scale Source
<b>Dependent variables</b>			
Firm profitability (FPB)	Organization carry-on business that relatively measured the achievement by financial income. The growth of sale volume has been positively a financial relationship.	Profitability in the management, operations increased steadily and in line with the objectives set.	New scale
<b>Independent variables</b>			
Team spirit orientation (TSO)	Organization ability that stimulates the employees to co-operate in the same objective; having the activity involvement and having involvement in creating the atmosphere.	Targeting together the work of personnel, personnel have been working together continuously, and an environment suitable for work.	New scale
Training intention focus (TIF)	Organizational ability that promotes the employees to enhance their knowledge, accumulating the positive attitude and receiving the new experience.	Encouraging people to get new skills and budgeting of adequate training.	New scale

Table 5 Definitions and Operational Variables of Constructs (continued)

Constructs	Definitions	Operational Variables	Scale Source
Information sharing emphasis (ISE)	Organization ability that encourages the employee share data; knowledge; mass media; technology and having the mass media connection and including the system of data base.	The exchange of information and transfer of knowledge and technology between them.	New scale
Equality awareness implementation (EAI)	Organization ability that encourages the employee to have the rights of receiving equal benefit and to be treated by the similar law.	Providing benefits welfare and operating under the same regulations.	New scale
Talent creativity capability (TCC)	Organization ability that creates the employees to enhance knowledge, ability, skill though, decision making and create that added value to organization.	Support personnel are presenting creative and the application of new working methods.	New scale

Table 5 Definitions and Operational Variables of Constructs (continued)

Constructs	Definitions	Operational Variables	Scale Source
<b>Mediator variables</b>			
Organizational citizenship behavior (OCB)	The co-operation and help among workers in the organization who are generally called to perform unexpected behavior, and who can be found to lead in organizational achievement.	Work is in full responsibility, having a positive attitude towards work and politeness in practice.	Adapted from Organ, (1988)
Employee creativity (ECT)	Employee behavior that create new innovation, new system and the ability of solving problems.	Presenting ideas and best practices with innovative ideas.	New scale
Employee commitment (ECM)	Organization employee that behaves partially as membership is very proud of helping organization to achieve the objectives.	Pride in being a member of the organization and participate in making the organization successful.	New scale
Best goal achievement (BGA)	Organization carry-on business that the plan set and the growth of marketing share has been recognized by customers and other relationship.	An operation that accomplishes the goals, growth rates and market share is likely to increase.	New scale

Table 5 Definitions and Operational Variables of Constructs (continued)

Constructs	Definitions	Operational Variables	Scale Source
<b>Antecedent variables</b>			
Transformational leadership orientation (TLO)	Behavior that focused on job execution help encourages the inspiration and pay attention to employees in order to change and develop occurring in organization.	Visionary executives in management, can inspire the staff and to encourage people to learn to work effectively.	Adapted from Bass and Avolio (1989).
Organizational proactiveness strategy (OPS)	Organization capability on the occasionally analyses the circumstance that can make higher business opportunity and build the beneficial competition.	Adoption of new technologies applied in operation, analysis of the competition all the time and find out the needs of customers.	New scale
Human resource practice competency (HPC)	Human resource methodology that systematized in order to help enhance knowledge, skill and ability for organization employees.	Preparing personnel to be ready to work with the appropriate characteristics that affect the success of the organization.	New scale
Dynamic environmental uncertainty (DEU)	Uncertainly context that holds complexities, dynamic and continuous happening effectively to organization.	The market is always changing, competition is increasing and clients with diverse needs.	New scale

Table 5 Definitions and Operational Variables of Constructs (continued)

Constructs	Definitions	Operational Variables	Scale Source
<b>Moderating variable</b>			
Survival culture (SCL)	The practical way co-operation for the readiness in building the strength and trust worthiness for the organization that adopt from business competition.	Fighting competition in business, building on the strengths and to focus on the target operating clearly.	Adapted from Hofstede and Geet., (1980).
<b>Control variables</b>			
Hotel standard	The level of quality standard and characteristics of the hotel.	Dummy variable 0 = Four-star levels 1 = Five star levels	Pine and Philips (2005)
Firm capital	The capital or asset relating to the implementation of investment in the organization.	Dummy variable 0 = 100,000,000 bath or less than 1 = More than 100,000,000 bath	Ussahawanitchakit (2007)

## CHAPTER IV

### RESULTS AND DISCUSSION

This chapter presents the analyses of the survey data and the results of hypothesis testing and discussion. They are divided into three sections. Firstly, the respondent characteristics are, the sample characteristics, and correlation analysis. Secondly, the hypothesis testing and results are detailed. Finally, the summary of all hypothesis testing is included in Table 12.

#### **Respondents Characteristics**

##### Respondent Characteristics

In this research, the key informants are the managing directors or managing partners. They are also called respondents because they represent their firm and they complete the questionnaires of this research. The respondent characteristics are described by the demographic characteristics including gender, age, marital status, education level, average monthly income, working experience, and current position.

The demographic characteristics of 343 participants with returned questionnaires are about 52.48 percent of respondents who are female. The age span of respondents is 30 to 40 years old (37.03 percent). The majority of respondents are married (59.48 percent). A total of 63.59 percent obtained undergraduate or less than. Of the respondents, 40.23 percent have working experience more than 15 years. The average monthly income of respondents is less than 50,000 baht (40.82 percent). Finally, the current position of respondents is managing directors at 53.07 percent, 34.97 percent is the managing partners and 11.96 percent is “other”. For more details, see Table A1 in Appendix A.

##### Firm Characteristics

The results of the demographic characteristics of 343 hotel businesses indicate that the majority of the firm respondents have registered as a limited company (93.00 percent). For the standard of business, most of them are at the four-star level (76.68



percent). The majority of businesses are located in south Thailand (27.70 percent). The majority of the firm respondents have an operating capital of less than 50,000,000 baht (30.32 percent). Employees in the organization are more than 150 persons (35.57 percent). The period of time in operations, is mostly more than 15 years (42.86 percent). The average sales revenues per year are more than 75,000,000 baht (38.77 percent). Most of business services are with international customer groups (62.97 percent). (See Table A2 in Appendix A for more details).

### Correlation Analysis

There are two purposes for a bivariate correlation analysis of Pearson's correlation on all variables. The first purpose is to explore the relationships among variables. The second purpose is to verify the multicollinearity problem. A multicollinearity problem is indicated when the inter-correlation between independent variables exceeds 0.80 (Hair, Babin, and Anderson, 2010). The results of the correlation analysis of all variables in this research are shown in Table 6.

Accordingly, Table 6 shows that all of the five dimensions of human capital management capability have significant positive relationships with organizational citizenship behavior, employee creativity, employee commitment, best goal achievement and firm profitability ( $r = 0.393 - 0.641, p < 0.01$ ). For the antecedents, these variables are significantly related to all dimensions of human capital management capability ( $r = 0.367 - 0.587, p < 0.01$ ). The moderating effects of external survival culture have correlations with all variables between 0.308 and 0.516,  $p < 0.01$ . In addition, the correlations among all variables in the conceptual model are in the range of 0.308 to 0.799,  $p < 0.01$ , which is lower than 0.8 (Hair, Barbin, and Anderson, 2010). Thus, the results indicate no multicollinearity problems in this research.



Table 6 Descriptive Statistics and Correlation Matrix of Human Capital Management Capability and All Constructs

Variables	TSO	TIF	ISE	EAI	TCC	OCB	ECT	ECM	BGA	FPB	TLO	OPS	HPC	DEU	SCL	HS	FC
<b>Mean</b>	4.36	4.28	4.14	4.24	4.23	4.10	3.82	4.08	3.98	3.93	4.17	4.18	4.18	4.27	4.29	N/A	N/A
<b>S.D.</b>	.46	.53	.54	.52	.55	.48	.69	.58	.53	.60	.47	.46	.51	.51	.48	N/A	N/A
<b>TSO</b>	1																
<b>TIF</b>	.665***	1															
<b>ISE</b>	.614***	.663***	1														
<b>EAI</b>	.472***	.524***	.599***	1													
<b>TCC</b>	.520***	.585***	.658***	.671***	1												
<b>OCB</b>	.500***	.528***	.525***	.588***	.517***	1											
<b>ECT</b>	.575***	.612***	.584***	.525***	.570***	.660***	1										
<b>ECM</b>	.518***	.531***	.543***	.641***	.575***	.687***	.717**	1									
<b>BGA</b>	.533***	.508***	.515***	.474***	.545***	.538***	.633***	.617***	1								
<b>FPB</b>	.438***	.447***	.393***	.423***	.433***	.503***	.550***	.568***	.799***	1							
<b>TLO</b>	.529***	.445***	.474***	.431***	.477***	.416***	.461***	.560***	.520***	.507***	1						
<b>OPS</b>	.393***	.367***	.400***	.456***	.445***	.385***	.338***	.446***	.359***	.374***	.538***	1					
<b>HPC</b>	.466***	.439***	.464***	.517***	.587***	.453***	.452***	.546***	.523***	.477***	.625***	.643***	1				
<b>DEU</b>	.440***	.376***	.449***	.471***	.394***	.361***	.365***	.491***	.408***	.323***	.514***	.536***	.543***	1			
<b>SCL</b>	.438***	.340***	.401***	.473***	.516***	.338***	.308***	.414***	.379***	.328***	.508***	.419***	.573***	.596**	1		
<b>HS</b>	.213***	.214***	.241***	.173***	.242***	.187***	.294***	.175***	.299***	.293***	.150***	.161***	.239***	.075	.028	1	
<b>FC</b>	.102	.150***	.059	.113**	.096	.048	.069	.110**	.084	.075	.084	.107**	.128**	.021	.034	.356***	1

\*\*\* p<0.01, \*\* p<0.05

## Hypotheses Testing and Results

The Ordinary Least Squares (OLS) regression investigates the hypothesized relationships. Also, the regression equation is a linear combination of the independent variables that best explains and predicts the dependent variable (Aulakh, Masaaki, and Hildy, 2000). Furthermore, there are two dummy variables of hotel standard and firm capital which are consistent with the data collection that is included in the equation for testing as follows.

### The Relationships Among Each Dimension of Human Capital Management Capability and Its Consequences

Figure 4 The Relationships Among Each Dimension of Human Capital Management Capability and Its Consequences

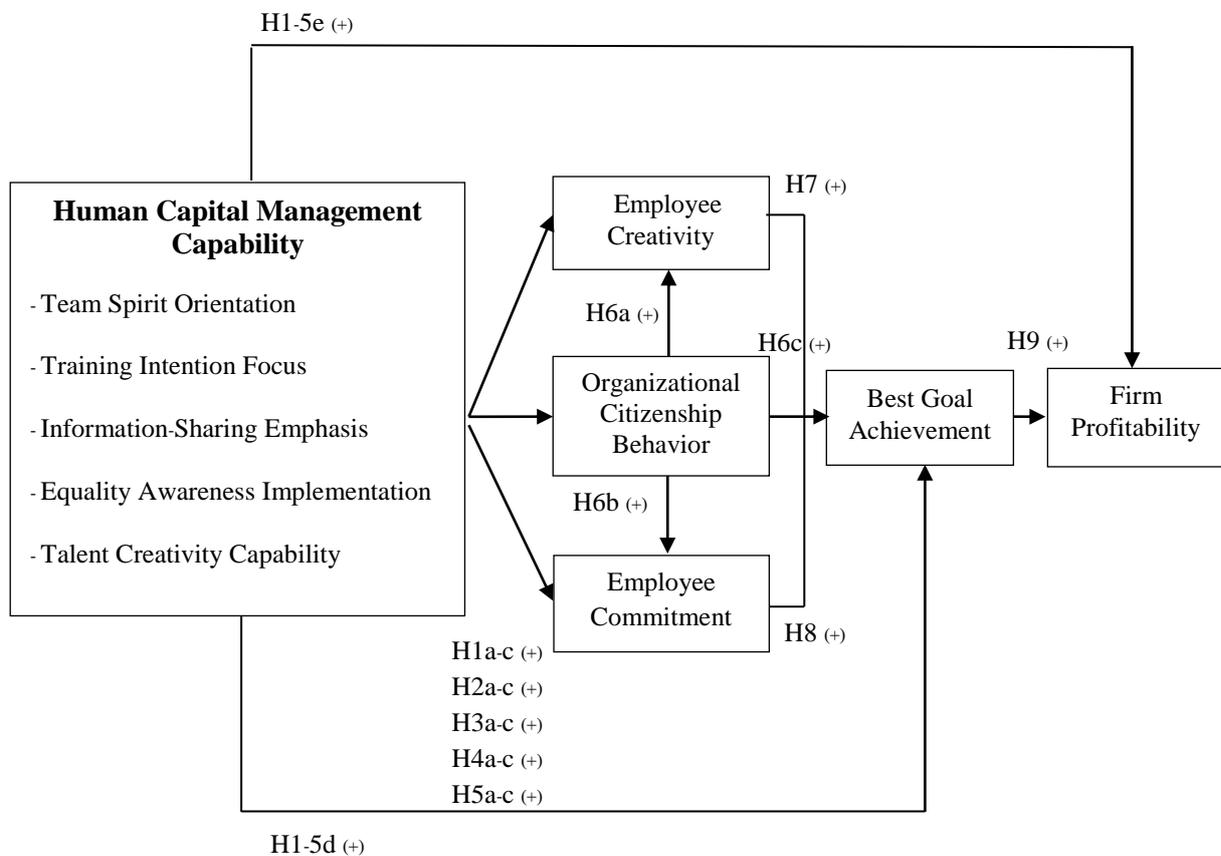


Figure 4 shows the relationships among human capital management capability and its consequences which are proposed in Hypotheses 1(a-d) -5(a-d). The relationship in each hypothesis is proposed to be in a positive direction. These hypotheses can be transformed into the regression equations in Models 1, 3, 5, and 7 that are developed.

Table 7 Descriptive Statistics and Correlation Matrix of Each Dimension of Human Capital Management Capability and Its Consequences

Variables	TSO	TIF	ISE	EAI	TCC	OCB	ECT	ECM	BGA	FPB
Mean	4.36	4.28	4.14	4.24	4.23	4.10	3.82	4.08	3.98	3.93
SD.	.46	.53	.54	.52	.55	.48	.69	.58	.53	.60
TSO	1									
TIF	.665***	1								
ISE	.614***	.663***	1							
EAI	.472***	.524***	.599***	1						
TCC	.520***	.585***	.658***	.671***	1					
OCB	.500***	.528***	.525***	.588***	.517***	1				
ECT	.575***	.612***	.584***	.525***	.570***	.660***	1			
ECM	.518***	.531***	.543***	.641***	.575***	.687***	.717**	1		
BGA	.533***	.508***	.515***	.474***	.545***	.538***	.633***	.617***	1	
FPB	.438***	.447***	.393***	.423***	.433***	.503***	.550***	.568***	.799***	1
HS	.213***	.214***	.241***	.173***	.242***	.187***	.294***	.175***	.299***	.293***
FC	.102	.150***	.059	.113**	.096	.048	.069	.110*	.084	.075

\*\*\*p<0.01, \*\*p<0.05

Table 7 indicates the correlations among each dimension of human capital management capability with its consequences. In the first dimension, the results illustrate the positive correlation between team spirit orientation and organizational citizenship behavior ( $r = 0.500$ ,  $p < 0.01$ ), employee creativity ( $r = 0.575$ ,  $p < 0.01$ ), employee commitment ( $r = 0.518$ ,  $p < 0.01$ ), best goal achievement ( $r = 0.533$ ,  $p < 0.01$ ), and firm profitability ( $r = 0.438$ ,  $p < 0.01$ ). In the second dimension, training intention focus is significantly and positively correlated to organizational citizenship behavior ( $r = 0.528$ ,  $p < 0.01$ ), employee creativity ( $r = 0.612$ ,  $p < 0.01$ ), employee commitment ( $r = 0.531$ ,  $p < 0.01$ ), best goal achievement ( $r = 0.508$ ,  $p < 0.01$ ), and firm profitability ( $r = 0.447$ ,  $p < 0.01$ ). For the third dimension, information-sharing emphasis has a significant and positive correlation with organizational citizenship behavior ( $r = 0.525$ ,  $p < 0.01$ ), employee creativity ( $r = 0.584$ ,  $p < 0.01$ ), employee



commitment ( $r = 0.543, p < 0.01$ ), best goal achievement ( $r = 0.515, p < 0.01$ ), and firm profitability ( $r = 0.393, p < 0.01$ ). As to the fourth dimension, equality awareness implementation is significantly and positively correlated to organizational citizenship behavior ( $r = 0.588, p < 0.01$ ), employee creativity ( $r = 0.525, p < 0.01$ ), employee commitment ( $r = 0.641, p < 0.01$ ), best goal achievement ( $r = 0.474, p < 0.01$ ), and firm profitability ( $r = 0.423, p < 0.01$ ). In last dimension, talent creativity capability has a significant and positive correlation with organizational citizenship behavior ( $r = 0.517, p < 0.01$ ), employee creativity ( $r = 0.570, p < 0.01$ ), employee commitment ( $r = 0.575, p < 0.01$ ), best goal achievement ( $r = 0.545, p < 0.01$ ), and firm profitability ( $r = 0.433, p < 0.01$ ). The findings in Table 6 indicate that all correlations are less than 0.80 as recommended by Hair et al., (2010). Moreover, the variance inflation factors (VIF) in equation models 1 to 5 indicate the maximum value as 2.481, which are presented in Table 8. Also, the VIF in equation models 6 to 19 in Tables 9 and 10 represented the maximum values as 1.126 and 5.384, respectively. As mentioned earlier, the VIF value was lower than 10 as recommended by Hair, Berbin, and Anderson, (2010), meaning that the independent variables are not correlated with each other. Hence, multicollinearity is not a problem in this research.

Next, Table 8 exhibits the multiple regression analysis of the relationships among human capital management capability (team spirit orientation or TSO; training intention focus or TIF; information-sharing emphasis or ISE; equality awareness implementation or EAI; and talent creativity capability or TCC), its consequences (Organizational citizenship behavior or OCB; employee creativity or ECT; employee commitment or ECC; best goal achievement or BGA; and firm profitability or FPB), as shown below.



Table 8 Results of Regression Analysis for the Effects of Each Dimension of Human Capital Management Capability on Its Consequences

Independent Variables	Dependent Variables				
	OCB	ECT	ECM	BGA	FPB
	H1-5a	H1-5b	H1-5c	H1-5d	H1-5e
	Equation 1	Equation 2	Equation 3	Equation 4	Equation 5
Team Spirit Orientation (TSO)	.142** (.058)	.190*** (.055)	.154*** (.055)	.230*** (.051)	.177** (.065)
Training Intention Focus (TIF)	.165*** (.063)	.235*** (.059)	.110* (.060)	.093 (.064)	.158** (.070)
Information-Sharing Emphasis (ISE)	.073 (.064)	.112* (.061)	.057 (.061)	.071 (.065)	-.039 (.072)
Equality Awareness Implementation (EAI)	.359*** (.059)	.146*** (.055)	.392*** (.056)	.139** (.059)	.208*** (.065)
Talent Creativity Capability (TCC)	.048 (.063)	.136** (.060)	.118** (.060)	.187*** (.064)	.091 (.070)
Hotel standard (HS)	.141 (.105)	.227*** (.099)	.044 (.100)	.449*** (.106)	.428*** (.116)
Firm capital (FC)	-.092 (.088)	-.060 (.083)	.036 (.084)	-.137 (.089)	-.077 (.098)
Adjusted R <sup>2</sup>	.428	.488	.482	.412	.292
Maximum VIF	2.481	2.481	2.481	2.481	2.481

Beta coefficients with standard errors in parenthesis, \*\*\* p < 0.01, \*\* p < 0.05, \* p < 0.10

Regarding Table 8, the results of OLS regression analysis illustrate that the first dimension, team spirit orientation (Hypotheses 1a-e), is significantly and positively related to all four of its consequences: organizational citizenship behavior ( $\beta_{01} = 0.142$ ,  $p < 0.05$ ), employee creativity ( $\beta_{08} = 0.190$ ,  $p < 0.01$ ), employee commitment ( $\beta_{15} = 0.154$ ,  $p < 0.01$ ), best goal achievement ( $\beta_{22} = 0.230$ ,  $p < 0.01$ ), and firm sustainability ( $\beta_{29} = 0.177$ ,  $p < 0.01$ ). In terms of team spirit orientation, this version of team commitment is self-directed in the relationships between satisfaction in work and organizational citizenship behavior (Foote and Tang, 2008). Organizational citizenship behavior has the most influence on the team that plays a key role in organizational citizenship behavior performance relationships (Lai, Lam, and Lam, 2013). **Thus, hypothesis 1a is supported.** Furthermore, China contest has been confirmed in the connection of the team spirit to learn as well as the employee creativity (Songbo, Randall, and Pengcheng, 2013). The literature supported of conceptual analysis is that the relationship between creativity was contingent on team learning behavior (Hirst, Knippenberg, and Zhou, 2009). **Hence, hypothesis 1b is supported.** Moreover, for supporting that team efficacy in hotel business of China exposed above response on employee commitment revealed positively significant relationship between these constructs (He, Lai, and Lu, 2011). Albrecht (2012) showed that the team resource was directly positively with engagement and commitment. **Therefore, hypothesis 1c is supported.** Perceived competition among team members was positively associated with achievement goals (Heidemeier and Bittner, 2012). **Therefore, hypothesis 1d is supported.** Specifically, service operations with team spirit orientation had a higher firm profit than those with traditional work groups (Emery and Fredendall, 2002). **Thus, hypothesis 1e is supported.**

Secondly, it is found that training intention focus, the second dimension, also shows significant and positive effects on all of its outcomes: organizational citizenship behavior ( $\beta_{02} = 0.165$ ,  $p < 0.01$ ), employee creativity ( $\beta_{09} = 0.235$ ,  $p < 0.01$ ), employee commitment ( $\beta_{16} = 0.110$ ,  $p < 0.10$ ), and firm profitability ( $\beta_{30} = 0.158$ ,  $p < 0.10$ ). To investigate the relationship between leadership training and organizational citizenship behavior in situations of leadership training, it has an effect on organizational citizenship behavior. It was found that the leadership training developed to be ready to be a good member of the organization. (Skarlicki and Latham, 1997). **Thus, hypothesis**



**2a is supported.** To examine the impact of training in employee creativity and innovation are using two evaluation strategies. The strategy generally found supports the view that the training improves employee creativity to innovate for participants (Birdi, Leach, and Magadley, 2012). Having participants in the training is a significant improvement in employee's creativity and the creation of ideas and actions as a result of attending the course (Birdi, 2005). **Therefore, hypothesis 2b is supported.** The relationship between the training and employee development showed a positive correlation with the commitment of employees towards work in the hotel industry (Chang, Back, and Canter, 2009). **Hence, hypothesis 2c is supported.** Moreover, is also consistent with the literature that shows a positive correlation between the training intention and profitability because the training will help maintain and improve quality, the ability to produce including profitability (Mohamed et al., 2008). **Thus, hypothesis 2e is supported.**

However, for the relationship between training intention focus and best goal achievement, the finding reveals a non-significant result ( $\beta_{23} = 0.093$ ,  $p > 0.10$ ). The literature found that the training is not a method that has the potential to develop knowledge and skills because the lack of a plan, the lack of specific courses and the lack of continuous monitoring (Ajibade and Ayinla, 2014). **Therefore, hypothesis 2d is not supported.**

Thirdly, the findings suggested that information-sharing emphasis (the third dimension) is significantly and positively related to its consequences: employee creativity ( $\beta_{03} = 0.112$ ,  $p < 0.10$ ). Accordingly, Chang and Hsu (2015) found that the information-sharing in workplace plays the most important role in the process of employee creativity and found that is a significant positive correlation between information-sharing and employee creativity. **Hence, hypothesis 3b is supported.**

However, the finding reveals a non-significant result with organizational citizenship behavior ( $\beta_{10} = 0.073$ ,  $p > 0.10$ ), employee commitment ( $\beta_{17} = 0.057$ ,  $p > 0.10$ ), best goal achievement ( $\beta_{24} = 0.071$ ,  $p < 0.10$ ), and firm profitability ( $\beta_{31} = -0.039$ ,  $p < 0.10$ ). Graham and Dyne (2006) found that fundamental concept of information-sharing differences on organizational citizenship behavior. Also information-sharing cannot control predictors of organizational citizenship behavior in work performance because the information-sharing is not the responsibility given by the



organization voluntarily. **Thus, hypothesis 3a is not supported.** In line with previous study found that information-sharing was also found to be negatively related to quit intentions among employee commitment because some human resource practices do not play a determining role in the employee commitment among skill in information-sharing (Pare and Tremblay, 2007). **Therefore, hypothesis 3c is not supported.** The literature supported that accounting information system excellence has no direct effect on goal achievement because of that accounting information system may not be able create operating system for corporate organizations to goal achievement (Thapayom and Ussahawanitchakit, 2015). **Therefore, hypothesis 3d is not supported.** Literature focused on information-sharing emphasize are positive and negative coefficients of the creditor protection variable when firm profitability increases because the levels of information sharing are associated with higher or lower current and future on profitability (Tapia, Tascon, and Fanjul, 2010). **Thus, hypothesis 3e is not supported.**

Fourthly, the results indicate that equality awareness implementation (the fourth dimension) is significantly and positively related to organizational citizenship behavior ( $\beta_{11} = 0.359$ ,  $p < 0.01$ ), employee creativity ( $\beta_{04} = 0.146$ ,  $p < 0.01$ ), employee commitment ( $\beta_{18} = 0.392$ ,  $p < 0.01$ ), best goal achievement ( $\beta_{25} = 0.139$ ,  $p < 0.05$ ), and firm profitability ( $\beta_{32} = 0.208$ ,  $p < 0.01$ ). Accordingly, Cloninger, Ramamoorthy, and Flood (2011) suggested that the relationship between equality awareness and organizational citizenship behaviors. Equality awareness based on promotes competition, teamwork and organizational citizenship behavior. **Thus, hypothesis 4a is supported.** Especially, employee's creativity was reported as highly significant to the organization when presented with the position of the equality of employees (Dahling et al., 2016). This experience includes knowledge of the variables that can affect the equality of employees in education and income thus affecting the employee commitment that is working in the company (Kulkarni, 2010). **Hence, hypotheses 4b and 4c are supported.** Stoet and Geary (2015) showed that equality policy is positive correlation to goal achievement because equality policy of the organization as a system to measure the results and overall goals achievement **Therefore, hypothesis 4d is supported.** The literature found that the equality of the top talent in the institutions that affect the company's profits because equality can be managed actively in the development of a talent pool of its own by institutionalizing practices that provide equal



efficiency contributes to profitability (Swaab and Galinsky, 2015). **Thus, hypothesis 4e is supported.**

Finally, the research reveals that talent creativity capability is significantly and positively associated with employee creativity ( $\beta_{12} = 0.136$ ,  $p < 0.05$ ), employee commitment ( $\beta_{19} = 0.118$ ,  $p < 0.05$ ), best goal achievement ( $\beta_{26} = 0.187$ ,  $p < 0.01$ ). Talent was considered a very important factor for the development of performance within the organization. The creative class index also has a significant correlation with that talent because employees creativity who has a talent for finding new approaches that is beneficial to the operation of the organization (Qian, 2010). **Hence, hypothesis 5b is supported.** For supporting on the talent management capabilities and employee commitment integrated with performance management is positively correlated moderately in the company because talent management represented to responsibilities on issues related to strategic planning and development of employee commitment (Vural, Vardarlier, and Aykir, 2012). **Therefore, hypothesis 5c is supported.** Talent management practices related to goal performance is viewed as the most effective because talent management practices is associated with the development, evaluation, deployment and retention of high-potential employee and goals performance (Sahai and Srivastava, 2012). **Thus, hypothesis 5d is supported.**

However, the research reveals that non-significantly with organizational citizenship behavior ( $\beta_{05} = 0.048$ ,  $p > 0.10$ ), and firm profitability ( $\beta_{33} = 0.091$ ,  $p > 0.10$ ). Accordingly, Hosseini, Gorgi, and Gargaz (2014) revealed that there is not significant relationship between talent management and organizational citizenship behavior because of that talent management is not to focus and encourage to organizational citizenship behavior. **Thus, hypothesis 5a is not supported.** The finding examined that talent management can not affect the profitability of the company because talent management affect to plans and performance are not effective that make profitable decline (Bourgeois et al., 2014). **Thus, hypothesis 5e is not supported.**

For the control variables, hotel standard has positive significant relationship with employee creativity ( $\beta_{13} = 0.227$ ,  $p < 0.01$ ), best goal achievement ( $\beta_{27} = 0.449$ ,  $p < 0.01$ ), and firm profitability ( $\beta_{34} = 0.428$ ,  $p < 0.01$ ). Hotel standard represented quality in the management of the hotel business. As a affect to employee have a working as a organizational citizenship behavior, be creative. This factors that make the



organization achieve its goals (He, Lai and Lu, 2011). Likewise, organizational citizenship behavior and employee commitment is not influenced by hotel standard.

Additionally, firm capital also illustrates no significant relationships with employee creativity ( $\beta_{07} = -0.060$ ,  $p > 0.10$ ), organizational citizenship behavior ( $\beta_{14} = -0.092$ ,  $p > 0.10$ ), employee commitment ( $\beta_{21} = 0.036$ ,  $p > 0.10$ ), best goal achievement ( $\beta_{28} = -0.137$ ,  $p > 0.10$ ), and firm profitability ( $\beta_{35} = -0.077$ ,  $p > 0.10$ ). Hence, the relationship among human capital management capability's dimensions, organizational citizenship behavior, employee creativity, employee commitment, best goal achievement and firm profitability are not influenced by firm capital.

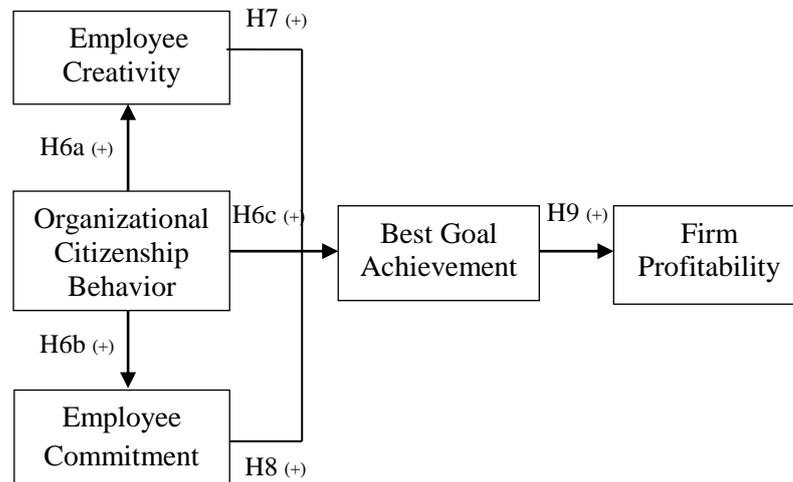
In summary, the findings illustrate that all dimensions of human capital management capability have a positive relationship with its consequences, especially, team spirit orientation, information-sharing emphasis, equality awareness implementation, and talent creativity capability, which all show significant positive relationships to all of their consequences.

### **The Relationships among Employee Creativity, Organizational Citizenship Behavior, Employee Commitment, Best Goal Achievement and Firm Profitability**

According to Figure 5 the relationships among employee creativity, organizational citizenship behavior, employee commitment, best goal achievement and firm profitability are shown. This research presents a positive correlation relationship among the above, in hypotheses 6 - 9. These hypotheses are transformed into regression equations 6 to 9. Moreover, the results of regression analyses are presented in Table 9 below.



Figure 5 The Relationships Among Organizational Citizenship Behavior, Employee Creativity, Employee Commitment, Best Goal Achievement, and Firm Profitability



Firstly, the results of regression analysis are identified in Table 9. As expected, it was found that organizational citizenship behavior ( $\beta_{36}= 0.633$ ,  $p < 0.01$ ) significantly affected employee creativity. The literature indicated that the relationship is significantly stronger and has positive opportunities for creativity and organizational citizenship behavior in the industry, which is employee creativity as the behavior of employees is important to focus on the ability of management to generate encouraging and maintaining organizational citizenship behavior (Obiora, 2015). **Therefore, hypothesis 6a is supported.**



Table 9 Results of Regression Analysis for the Effects of Human Capital Management Capability Consequences on Firm Profitability

Independent Variables	Dependent Variables			
	ECT	ECM	BGA	FPB
	H6a	H6b	H6c, 7, 8	H9
	Equation 6	Equation 7	Equation 8	Equation 9
Organizational Citizenship Behavior (OCB)	.633 <sup>***</sup> (.041)	.679 <sup>***</sup> (.040)	.091 (.057)	
Employee Creativity (ECT)			.313 <sup>***</sup> (.060)	
Employee Commitment (ECC)			.311 <sup>***</sup> (.061)	
Best Goal Achievement (BGA)				.784 <sup>***</sup> (.035)
Hotel standard (HS)	.359 <sup>***</sup> (.100)	.036 (.098)	.417 <sup>***</sup> (.100)	.058 (.085)
Firm capital (FC)	.031 (.085)	.136 (.083)	-.120 (.083)	.065 (.070)
Adjusted R <sup>2</sup>	.454	.472	.481	.629
Maximum VIF	1.126	1.126	2.485	1.204

Beta coefficients with standard errors in parenthesis, \*\*\* p < 0.01, \*\*. p < 0.05

Secondly, the result of Hypotheses 6b shows that organizational citizenship behavior ( $\beta_{39} = 0.069$ ,  $p < 0.01$ ) also has a positive, significant effect on employee commitment. Specially, Paille (2012) supported a direct relationship between employee commitment and behavior of a member of the organization. In the literature on organizational citizenship behavior and employee commitment for education, employee retention is well – established, and both are important to the process of human resource management. **Therefore, hypothesis 6b is supported.**

Thirdly, Hypotheses 7 and 8 predict a positive influence on employee creativity ( $\beta_{42} = 0.313$ ,  $p < 0.01$ ), and employee commitment ( $\beta_{44} = 0.311$ ,  $p < 0.01$ ). It also has a positive, significant effect on best goal achievement. The literature supported of that analysis found that positive relationship between employee creativity and goal orientation. Employee creativity and goal orientation are relationships based on learned behaviors such as a team that helps with goal achievement (Hirst, Knippenberg, and Zhou, 2009). **Hence, hypothesis 7 is supported.** Kim and Lee (2013) explored that the influence of the relationship between these two forms of goal orientation and



outstanding employees commitment. Outstanding employee's commitment and goal prominent orientation lead to superior service, and innovative behavior among hotels.

**Thus, hypothesis 8 is supported.**

However, the finding revealed a non-significant of organizational citizenship behavior ( $\beta_{43} = 0.091$ ,  $p > 0.10$ ). Especially, Markose and Jayachandran (2006) reported that organizational citizenship behavior was negatively associated with goal orientation. According to the influence of the organizational citizenship behavior that has an impact on the performance of the organization with inappropriate behavior in the workplace. This gives organizations a failure or a drop goal to achieve. **Therefore, hypothesis 6c is not supported.**

Lastly, Hypotheses 9 predicts the positive relationship between best goal achievement ( $\beta_{47} = 0.784$ ,  $p < 0.01$ ), is significantly effecting the firm profitability. Specially, O'Neill and Mattila (2006) presented the goal of hotel investments causing a profit on the operation. The scope of profitability is mediated through the growth of revenue and reduced costs. Thus, the goal of the business operation that causes profit to revenue and cost reduction. **Hence, hypothesis 9 is supported.**

For the control variables, hotel standard has positive significant relationship with employee creativity ( $\beta_{37} = 0.359$ ,  $p > 0.10$ ) and best goal achievement ( $\beta_{45} = 0.417$ ,  $p < 0.01$ ). The hotel standard is operational of quality and high standards of customer service, which is the target of the operation to achieve the goal (Kim and Lee, 2013). Likewise, employee commitment and firm profitability are not influenced by hotel standard.

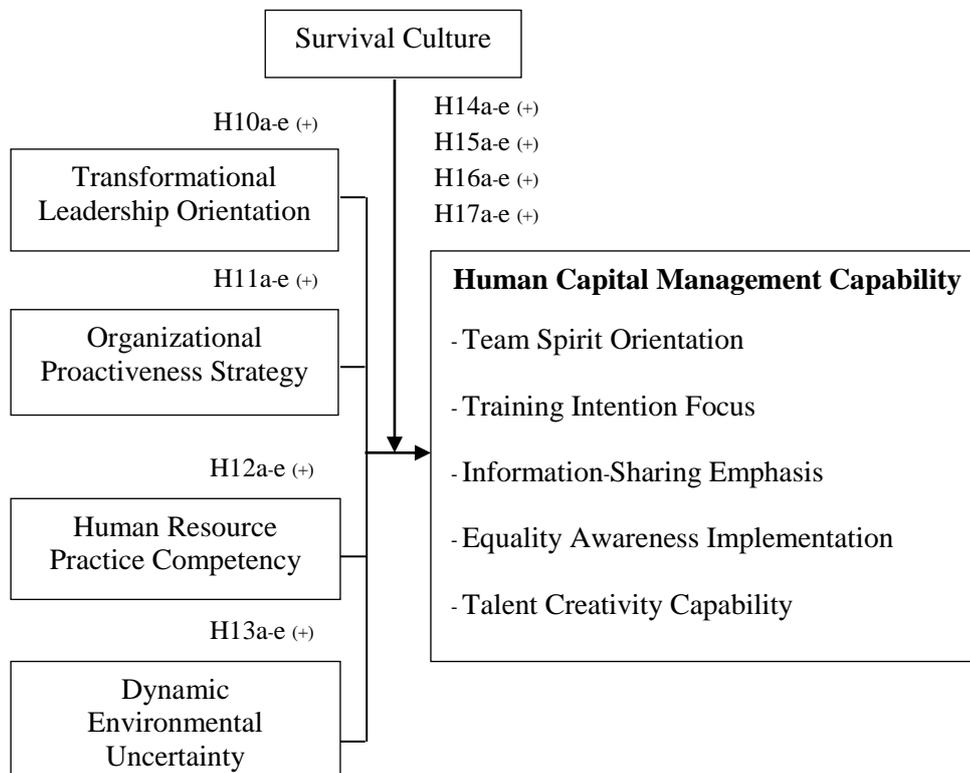
Additionally, firm capital also illustrates no significant relationships with employee creativity ( $\beta_{38} = 0.031$ ,  $p > 0.10$ ), employee commitment ( $\beta_{41} = 0.136$ ,  $p > 0.10$ ), best goal achievement ( $\beta_{46} = -0.120$ ,  $p > 0.10$ ), and firm profitability ( $\beta_{49} = 0.065$ ,  $p > 0.10$ ). Therefore, the consequence relationships of human capital management capability are not influenced by firm capital.



### The Relationships Among the Antecedents, Human Capital Management Capability, and Moderating Role of Survival Culture

Figure 6 illustrates the relationships among five antecedent constructs: transformational leadership orientation, organizational proactiveness strategy, human resource practice competency and dynamic environmental uncertainty, which are proposed in hypotheses 10a-e to 13a-e. The relationships in each hypothesis are All proposed in a positive direction. These hypotheses can be transformed into the regression equations in models 10, 12, 14, 16, and 18. Moreover, the moderating role of survival culture is proposed to positively moderate the relationships among the antecedents and each of five dimensions of human capital management capability. The aforementioned relationships are presented in hypotheses 14a-e to 17a-e. According to these hypotheses, the regression equations in models 11, 13, 15, 17, and 19 are developed.

Figure 6 The Relationships Among the Antecedents, Human Capital Management Capability, and Moderating Role of Survival Culture



The correlation among each dimension of human capital management capability, its antecedents, and survival culture, are shown in Table 11. The survival culture and the antecedents were treated as independent variables which were concerned about the multicollinearity problem. The results illustrate that the relationship of survival culture and the antecedents are comprised of transformational leadership orientation, organizational proactiveness strategy, human resource practice competency, and dynamic environmental uncertainty which have a significant effect on independent variables. Accordingly, the result exhibits the correlation coefficient among variables as 0.367 - 0.587 ( $p < 0.01$ ) which does not exceed the critical value of 0.8 (Hair, Barbin and Anderson, 2010).

Table 10 Descriptive Statistics and Correlation Matrix of Each Dimension of Human Capital Management Capability, Its Antecedents, and Survival Culture

Variables	TSO	TIF	ISE	EAI	TCC	TLO	OPS	HPC	DEU	SCL
Mean	4.36	4.28	4.14	4.24	4.23	4.17	4.18	4.18	4.27	4.29
SD.	.46	.53	.54	.52	.55	.47	.46	.51	.51	.48
TSO	1									
TIF	.665***									
ISE	.614**	.663**								
EAI	.472***	.524***	.599***							
TCC	.520***	.585***	.658***	.671***						
TLO	.529***	.445***	.474***	.431***	.477***					
OPS	.393***	.367***	.400***	.456***	.445***	.538***				
HPC	.466***	.439***	.464***	.517***	.587***	.625***	.643***			
DEU	.440***	.376***	.449***	.471***	.394***	.514***	.536***	.543***		
SCL	.438***	.340***	.401***	.473***	.516***	.508***	.419***	.573***	.596***	
HS	.213***	.214***	.241***	.173***	.242***	.150**	.161***	.239***	.075	.028
FC	.102	.150**	.059	.113**	.084	.107**	.128**	.021	.034	.356***

\*\*\* $p < 0.01$ , \*\* $p < 0.05$

In detail, firstly, transformational leadership orientation is correlated with team spirit orientation ( $r = 0.529$ ,  $p < 0.01$ ), training intention focus ( $r = 0.445$ ,  $p < 0.01$ ), information-sharing emphasis ( $r = 0.474$ ,  $p < 0.01$ ), equality awareness implementation



( $r = 0.431$ ,  $p < 0.01$ ), and talent creativity capability ( $r = 0.477$ ,  $p < 0.01$ ). Secondly, organizational proactiveness strategy is correlated with team spirit orientation ( $r = 0.393$ ,  $p < 0.01$ ), training intention focus ( $r = 0.367$ ,  $p < 0.01$ ), information-sharing emphasis ( $r = 0.400$ ,  $p < 0.01$ ), equality awareness implementation ( $r = 0.456$ ,  $p < 0.01$ ), and talent creativity capability ( $r = 0.445$ ,  $p < 0.01$ ). Thirdly, human resource practice competency has a positive correlation with team spirit orientation ( $r = 0.466$ ,  $p < 0.01$ ), training intention focus ( $r = 0.439$ ,  $p < 0.01$ ), information-sharing emphasis ( $r = 0.464$ ,  $p < 0.01$ ), equality awareness implementation ( $r = 0.517$ ,  $p < 0.01$ ), and talent creativity capability ( $r = 0.587$ ,  $p < 0.01$ ). Lastly, dynamic environmental uncertainty has a positive correlation with team spirit orientation ( $r = 0.440$ ,  $p < 0.01$ ), training intention focus ( $r = 0.376$ ,  $p < 0.01$ ), information-sharing emphasis ( $r = 0.449$ ,  $p < 0.01$ ), equality awareness implementation ( $r = 0.471$ ,  $p < 0.01$ ), and talent creativity capability ( $r = 0.394$ ,  $p < 0.01$ ). These mean that the relationships of those variables are independent of one another and are without a multicollinearity problem in this research. Moreover, the variance inflation factors (VIF) in equations 10 to 19 (Table 11) indicate the maximum value of 5.384. Since the VIF values are not more than 10 (Hair et al., 2010; Stevens, 2002), therefore, the independent variables are not correlated with others and the findings confirm that there is no multicollinearity problem to analyze (Hair, Barbin, and Andersion, 2010).



Table 11 Results of Regression Analysis for the Effects of the Antecedents and Moderator on Human Capital Management Capability

Independent Variables	Dependent Variables									
	TSO		TIF		ISE		EAI		TCC	
	H10-13a	H14-17a	H10-13b	H14-17b	H10-13c	H14-17c	H10-13d	H14-17d	H10-13e	H14-17e
	Equation 10	Equation 11	Equation 12	Equation 13	Equation 14	Equation 15	Equation 16	Equation 17	Equation 18	Equation 19
Transformational Leadership Orientation (TLO)	.328*** (.059)	.287*** (.061)	.247*** (.062)	.234*** (.065)	.255*** (.061)	.243*** (.063)	.081 (.060)	.095 (.061)	.100* (.056)	.129** (.057)
Organizational Proactiveness Strategy (OPS)	.077 (.059)	.057 (.062)	.097 (.062)	.080 (.065)	.117* (.061)	.078 (.063)	.174*** (.059)	.171*** (.061)	.090 (.056)	.125** (.057)
Human Resource Practice Competency (HPC)	.062 (.069)	.051 (.070)	.134* (.073)	.136* (.073)	.113 (.071)	.105 (.071)	.211*** (.070)	.173** (.069)	.299*** (.065)	.308*** (.065)
Dynamic Environmental Uncertainty (DEU)	.203*** (.055)	.163*** (.061)	.090 (.059)	.043 (.064)	.158*** (.057)	.079 (.062)	.237*** (.056)	.150** (.060)	.258*** (.052)	.284*** (.056)
Survival Culture (SCL)		.130** (.061)		.153** (.064)		.218*** (.062)		.178*** (.060)		.010 (.057)
TLO x SCL		-.022 (.053)		.009 (.055)		.027 (.054)		.190*** (.052)		.096* (.049)
OPS x SCL		-.078 (.056)		-.005 (.059)		.024 (.057)		-.056 (.055)		.004 (.052)
HPC x SCL		.106 (.068)		.123* (.071)		.071 (.069)		-.011 (.067)		.000 (.063)
DEU x SCL		-.010 (.045)		-.037 (.048)		-.045 (.046)		-.066 (.045)		.065 (.042)
Hotel standard (HS)	.349*** (.111)	.368*** (.112)	.329*** (.118)	.319*** (.117)	.345*** (.115)	.339*** (.114)	.018 (.112)	-.014 (.110)	.302*** (.106)	.252** (.104)
Firm capital (FC)	.040 (.093)	.058 (.094)	.135 (.099)	.120 (.099)	-.083 (.096)	-.092 (.096)	.092 (.094)	.115 (.093)	-.069 (.088)	.120 (.088)
Adjusted R <sup>2</sup>	.345	.351	.265	.284	.299	.323	.330	.364	.409	.409
Maximum VIF	2.474	5.384	2.474	5.384	2.474	5.384	2.474	5.384	2.474	5.384

Beta coefficients with standard errors in parenthesis, \*\*\* p < 0.01, \*\* p < 0.05, \* p < 0.10

The results of regression analysis are explained in Table 11. Firstly, the results indicated that transformational leadership orientation is playing a critical role in enhancing human capital management capability. The result illustrated strong, significant, positive relationships among transformational leadership orientation, team spirit orientation ( $\beta_{50} = 0.328, p < 0.01$ ;  $\beta_{56} = 0.287, p < 0.01$ ), training intention focus ( $\beta_{67} = 0.247, p < 0.01$ ;  $\beta_{73} = 0.234, p < 0.01$ ), information-sharing emphasis ( $\beta_{84} = 0.255, p < 0.01$ ;  $\beta_{90} = 0.243, p < 0.01$ ), and talent creativity capability ( $\beta_{118} = 0.100, p < 0.10$ ;  $\beta_{124} = 0.129, p < 0.05$ ). In terms of transformational leadership orientation that extent to the relationship between transformational leadership and work to be performance are involved by the experienced team members and transformation leadership. In addition, the extent to which team members are involved in the transformation leadership change and the extent to which these team members have caused satisfaction in the workplace (Wood and Fields, 2007). The importance of this study is for a positive relationship between training programs in the context of transformational leadership. Training program is a key role in motivating the transformational leadership to effective and useful for the organization. (Hassan, Fuwad, and Rauf, 2010). Moynihan, Pandey, and Wright (2011) developed a relationship between transformational leadership and information-sharing and determined that it exerts a positive effect on two factors through clear goals and organizational culture. Keeffe and Darling (2008) showed that the transformational leadership is related to the current talent of the company because transformational leadership has important role in talent management to be effective lead to the development organization. **Therefore, hypotheses 10a, 10b, 10c, and 10e, are supported.**

However, in hypothesis 10e, the finding was revealed a non-significant result in the relationship between transformational leadership orientation and equality awareness implementation ( $\beta_{101} = 0.081, p > 0.10$ ;  $\beta_{107} = 0.095, p > 0.10$ ). Transformational leadership affected the process work of employee that may lead to mistrust between the parties, the conflict of interest, and do not benefit equally (Levac, 2008). **Hence, hypothesis 10d is not supported.**

Secondly, the regression results showed that organizational proactiveness strategy has a significant positive relationship with information-sharing emphasis ( $\beta_{85} = 0.117, p < 0.10$ ), and equality awareness implementation ( $\beta_{102} = 0.174, p < 0.001$ ;



$\beta_{108} = 0.171, p < 0.01$ ). These technological advances are beginning to introduce new techniques for information-sharing and new ways to work together strategically. Key features and advanced equipment for the information-sharing and proactive strategy with representation of incentives coordinate and work efficiently (Dobrican and Zampunieris, 2014). The way to contribute to equal opportunities is a process that will be installed and linked with proactive strategy (Rubery, 2002). Powell and Boyne (2001) found that compared to equality and has a proactive strategy that is relevant to a proactive strategy that will set equality policy to take place within the organization.

**Therefore, hypotheses 11c and 11d are supported.**

Nevertheless, the finding also exhibited that organizational proactiveness strategy have no significant influence on team spirit orientation ( $\beta_{51} = 0.077, P > 0.10$ ;  $\beta_{57} = 0.057, p > 0.10$ ) training intention focus ( $\beta_{68} = 0.097, p > 0.10$ ;  $\beta_{74} = 0.080, p > 0.10$ ), and talent creativity capability ( $\beta_{119} = 0.090, p > 0.10$ ;  $\beta_{125} = 0.125, p > 0.10$ ). Accordingly, Rau (2008) explored the reasons from the perspective of the hotel business found that business environment with a proactive strategy that is supported by top management team is not enough to create a competitive advantage. However, Latham (1988) found that analysis of the business environment of the hotel was difficult to determine a proactive strategy because the training is not the basis for the organization's operations. To determine a proactive strategy of the business is not successful because a policy of training lack of education and skills that are useful to the organization strategy (Nuckols, 1990). Talent of the employee and the owners does not influence on the development and proactive strategy that cannot bring benefits to the hotel industrial (Davenport, Carr, and Bibby, 2002). **Thus, hypotheses 11a, 11b, and 11e are not supported.**

Thirdly, the regression analysis results showed that human resource practice competency has a positive significant relationship with training intention focus ( $\beta_{69} = 0.134, p < 0.10$ ;  $\beta_{75} = 0.136, p < 0.10$ ), equality awareness implementation ( $\beta_{103} = 0.211, p < 0.01$ ;  $\beta_{109} = 0.173, p < 0.01$ ), and talent creativity capability ( $\beta_{120} = 0.299, p < 0.01$ ;  $\beta_{126} = 0.308, p < 0.01$ ). In terms of the strategic management of human resources seem to have been privileged to be experienced, and the benefits are derived from the planning of the training (Benevene and Cortini, 2010). The finding confirmed that equality and inequality are modeling that affect the relationship arising



from the human resources management in the workplace because human resource management is a key factor in the operation of an organization that helps promote and develop opportunities for equality of employees within the organization (Morand and Merriman, 2012). Talent management relations are stable and demonstrate an influence on the development of human resources with the performance of the agency. The company seeks to maintain human resources with higher levels of talent management that will have a positive influence on performance (Becker, 1965). **Hence, hypotheses 12b, 12d and 12e, are supported.**

As two dimensions, human resource practice competency shows no significant relationship with team spirit orientation ( $\beta_{52} = 0.062$ ,  $p > 0.10$ ;  $\beta_{58} = 0.051$ ,  $p > 0.10$ ) and information-sharing emphasis ( $\beta_{86} = 0.113$ ,  $p > 0.10$ ;  $\beta_{92} = 0.105$ ,  $p > 0.10$ ). The finding illustrated that the team mixes a less - negative attitude towards the development of human resources because a team can cause a negative attitude to work and influence the management of human resources (Cimpan and Busu, 2015). In term of the information system will have negative effects on the organization because information system may be failing to develop the human resources management process, which is a key implementation of the organization (Maguire and Redman, 2007). **Therefore, hypotheses 12a and 12c are not supported.**

Lastly, the regression analysis results show that dynamic environmental uncertainty has a positive, significant relationship with team spirit orientation ( $\beta_{53} = 0.203$ ,  $p < 0.01$ ;  $\beta_{59} = 0.163$ ,  $p < 0.01$ ), training intention focus ( $\beta_{76} = 0.043$ ,  $p > 0.10$ ), information-sharing emphasis ( $\beta_{87} = 0.158$ ,  $p < 0.10$ ), equality awareness implementation ( $\beta_{104} = 0.237$ ,  $p < 0.01$ ;  $\beta_{110} = 0.150$ ,  $p < 0.05$ ), and talent creativity capability ( $\beta_{121} = 0.258$ ,  $p < 0.01$ ;  $\beta_{127} = 0.284$ ,  $p < 0.01$ ). The finding indicated that environmental uncertainty is relationship between the top management team of work because environmental uncertainty is motivate with the top management team to operate for high performance (Liang et al., 2010). In addition, Ji et al. (2012) showed that environmental uncertainty has a significantly positive effect only on employee training because human resource practices are increase the training of employee to development potential in an environment uncertainty that is sustainability. The finding facilitated that uncertain environment has a strong positive impact on information quality. Environment uncertainty is a highly flexible information quality, which makes the environment uncertainty have an important influence on the information quality (Nagarajan et al.,



2013). However, Erika (2009) found that environmental protection relationship between equality because environmental protection is based on the development of a highly equal to the operation of the organization's efficiency. Moreover, Araujo and Davids (2011) viewed that the talent development is to the strength of relation environmental because talent development is an adaptive behavior of characterized by the environment, which increases performance. **Therefore, hypotheses 13a, 13b, 13c, 13d, and 13e are supported.**

However, the insignificant result of dynamic environmental uncertainty is on training intention focus ( $\beta_{70} = 0.090$ ,  $p > 0.10$ ). The finding illustrated that no relationship between employee training and the uncertain environment for sustainable development (Ji et al., 2012). **Hence, hypothesis 13b is not supported.**

#### The Moderating Role of Survival Culture

The findings in Table 11 illustrate the moderating effects of survival culture on the relationships among five antecedents comprising transformation leadership orientation, organizational proactiveness strategy, human resource practice competency, and dynamic environmental uncertainty on human capital management capability. The result and discussions are from the following test.

Firstly, the firm's survival culture shows no significantly effect on the relationship between transformation leadership orientation and team spirit orientation ( $\beta_{61} = -0.022$ ,  $p > 0.10$ ), training intention focus ( $\beta_{78} = 0.009$ ,  $p > 0.10$ ), and information-sharing emphasis ( $\beta_{95} = 0.027$ ,  $p > 0.10$ ). Our results are not consistent with the study of the moderating role of survival culture to affect the negative relationship between team and transformational leadership. It was found that survival culture is to examine the relationship between negative leadership is shared with team (Erkuthu, 2012). Evaluation of training has unsuccessfully validated training due to the cultural environment that is not adequately trained (Zhao, 2005). For supporting the information - sharing compliance contexts including transformational leadership and cultural beliefs, have found no relationship between transformational leadership and culture with information sharing (Flores and Ekstedt, 2016). In term of the moderating role of survival culture is a variable that could have not an direct influence on the team spirit orientation, training intention focus and information sharing emphasis. These



unexpected results can be explained by survival culture is a pattern may be threats the work of employee in the areas of teamwork, training and information sharing.

**Therefore, hypotheses 14a, 14b, and 14c are not supported.**

However, in hypotheses 14d and 14e, the results demonstrated a significant impact on the relationship between transformational leadership orientation and equality awareness implementation ( $\beta_{112} = 0.190, p < 0.01$ ), as well as talent creativity capability ( $\beta_{129} = 0.096, p < 0.10$ ). The importance of culture and equality is within the scope of the individual's role in promoting acceptance for all. Culture and equality have assumed increasing importance in the norms of multi-cultural and international relations (He, 2004). To understand the cultural context of the organization of the educational development model, it is based on talent that is important and beneficial to the organization (Ngara, 2013). **Thus, hypotheses 14d and 14e are supported.**

Secondly, the moderating effect survival culture between organizational proactiveness strategy and each dimension of human capital management capability has no positive significance on team spirit orientation ( $\beta_{62} = -0.078, p > 0.10$ ), training intention focus ( $\beta_{79} = -0.005, p > 0.10$ ), information-sharing emphasis ( $\beta_{96} = 0.024, p > 0.10$ ), equality awareness implementation ( $\beta_{113} = -0.056, p > 0.10$ ), and talent creativity capability ( $\beta_{130} = 0.004, p > 0.10$ ). Organizational strategy is also a traditional concern, but these do not effect on the relationship among team spirit orientation and survival culture (Ford, Piccolo, and Ford, 2016). The literature found that the training has different instructional strategies with guided and controlled trainee cultures. It also found that the training was negative on strategic and cultural training (Koskela and Palukka, 2011). However, Bhatti, Larimo, and Carrasco (2016) suggested that strategy affects cultured networks when dealing with information-sharing problems or developing new products or service solutions for customers. In addition, Bhatti, Larimo, and Carrasco (2016) showed that companies often identified strategies when dealing with negative equity and will continue to develop new products and new customers in each culture. The impact of decision talent management provides organizations that do not have a relationship based on a geographic location, to see the links of culture with the strategic decisions of operators (Ratten and Ferreira, 2016). **Thus, hypotheses 15a, 15b, 15c, 15d, and 15e is not supported.**



Thirdly, survival culture shows positively and significantly moderating effect on the relationship between human resource practice competency and training intention focus ( $\beta_{80} = 0.123$ ,  $p < 0.10$ ). The finding implied that the ability and motivation are important for human resources because of the skills, knowledge and training. That fact can be seen as a factor in the creation of culture. Training modules will have to be found to reach this important cultural context of human resources (Bliesner, Liedtke, and Rohn, 2014). **Hence, hypothesis 16b is supported.**

However, the insignificant results of survival culture on the relationships among human resource practice competency and team spirit orientation ( $\beta_{63} = 0.106$ ,  $p > 0.10$ ), information-sharing emphasis ( $\beta_{97} = 0.071$ ,  $p > 0.10$ ), equality awareness implementation ( $\beta_{114} = -0.011$ ,  $p > 0.10$ ), and talent creativity capability ( $\beta_{131} = 0.065$ ,  $P > 0.10$ ). Accordingly, Hussain, Konar, and Ali (2016) showed that there is not relationship between human resource and survival culture that the human resource has been affected the survival culture, the performance of the organization down. It is a typical case of cultural information-sharing that would not affect the role of the human resources in key projects of hotel business (Wang, 2012). Moreover, Castaneda and Toulson (2013) found that human resource not effect information-sharing by employees, while others foster competition among survival culture may inhibit information-sharing. Meanwhile, Morand and Merriman (2012) viewed that equality is negative, but there is a much deeper level on the basis of equality as a factor of human resources that are different in cultures. The talent management practices were in place, and the talent management challenges might be confronting firms through the views of non-human resource managers. Especially, Cooke, Saini, and Wang (2014) showed that these issues are heavily influenced by cultural, industrial, and organizational at different levels. Thus, The finding demonstrated that survival culture is not a moderator between human resource practice competency. Because survival culture affects to job performance of employees which resulted in the operations of the organization is not efficient. **Therefore, hypotheses 16a, 16c, 16d, and 16e are not supported.**

Lastly, survival culture has no significant, moderating effects on the relationship between dynamic environmental uncertainty and all dimensions of human capital management capability on team spirit orientation ( $\beta_{64} = -0.010$ ,  $p > 0.10$ ), training intension focus ( $\beta_{81} = -0.037$ ,  $p > 0.10$ ), information-sharing emphasis



( $\beta_{98} = -0.045$ ,  $p > 0.10$ ), equality awareness implementation ( $\beta_{115} = -0.066$ ,  $p > 0.10$ ), and talent creativity capability ( $\beta_{132} = 0.065$ ,  $p > 0.10$ ). Accordingly, Ali et al. (2016) found that the moderating has no impact on environmental uncertainty about the relationship between a team's culture and trends in order to accept the experts who are still very low and insignificant. Culture is the environment within the enterprise that influence training, this relationship happens to have a different result. The results of the training in the cultural environment is different affect the operations within the organization (Olihab and Bidan, 2016). Salter et al. (2008) found that the environment within society desires to support information-sharing but finds that information-sharing is insignificant in the different cultures of each society. The role of equality does not participate with environmental performance and the potential benefits of cultural organizations (Dubey et al., 2017). Meanwile, Jose, Javier, and Virginia, (2015) examined the impact of talent management and operational environmental turbulence. The finding showed that talent management in turn enables execution of environmental turbulence to reduce firm performance. **Hence, hypotheses 17a, 17b, 17c, 17d, and 17e are not supported.**

For the control variables, hotel standard has no significant relationship among the antecedent variables with team spirit orientation ( $\beta_{54} = 0.349$ ,  $p < 0.01$ ;  $\beta_{65} = 0.368$ ,  $p < 0.01$ ), training intention focus ( $\beta_{71} = 0.329$ ,  $p < 0.01$ ;  $\beta_{83} = 0.319$ ,  $p < 0.01$ ), information-sharing emphasis ( $\beta_{88} = 0.345$ ,  $p < 0.01$ ;  $\beta_{99} = 0.339$ ,  $p < 0.01$ ), and talent creativity capability ( $\beta_{122} = 0.301$ ,  $p < 0.05$ ;  $\beta_{133} = 0.252$ ,  $p < 0.01$ ). So, the relationship among human capital management capability's dimensions and its antecedents are influenced by hotel standard. However, hotel standard has no positive relationship with equality awareness implementation ( $\beta_{105} = 0.018$ ,  $p > 0.10$ ;  $\beta_{116} = -0.014$ ,  $p > 0.10$ ). Thus, the consequent relationships of human capital management capability are influenced by hotel standard.

Likewise, firm capital illustrates no significant relationships with team spirit orientation ( $\beta_{55} = 0.040$ ,  $p > 0.10$ ;  $\beta_{66} = 0.058$ ,  $p > 0.10$ ), training intention focus ( $\beta_{72} = 0.135$ ,  $p > 0.10$ ;  $\beta_{83} = 0.120$ ,  $p > 0.10$ ), information-sharing emphasis ( $\beta_{89} = -0.083$ ,  $p > 0.10$ ;  $\beta_{100} = -0.092$ ,  $p > 0.10$ ), equality awareness implementation ( $\beta_{106} = 0.092$ ,  $p > 0.10$ ;  $\beta_{117} = 0.115$ ,  $p > 0.10$ ), and talent creativity capability ( $\beta_{123} = -0.069$ ,  $p > 0.10$ ;  $\beta_{134} = 0.120$ ,  $p > 0.10$ ). Consequently, the relationship between the antecedents of human capital management capability is not influenced by firm capital.



## Summary

This chapter presents a regression analysis of the research which consists of two main parts. The first indication has respondent and sample characteristics in the frequency and percentage. The correlation between all the variables are analyzed and presented in a matrix correlation. Descriptive statistics mean and standard deviation are shown in this section. Another highlight showed the results and a discussion of hypothesis testing. The results reveal that team spirit orientation, training intention focus; information-sharing emphasis, equality awareness implementation, and talent creativity capability (dimensions 1 to 5) are major factors that will yield better organizational citizenship behavior, employee creativity, employee commitment, best goal achievement, and firm profitability. Moreover, it can be stated that survival culture is the augmenting influence of human capital management capability's consequence.

As to antecedents, dynamic environmental uncertainty is the top most influential determinant of human capital management capability. Transformational leadership orientation, organizational proactiveness strategy, and human resource practice competency have circumstance acceptance.

The moderating role of survival culture shows some significant influences on the relationships among transformational leadership orientation, organizational proactiveness strategy, human resource practice competency and dynamic environmental uncertainty. It has a direct and significant effect on human capital management capability.

In conclusion, the results of 19 hypotheses testing showed six fully-supported hypotheses (hypotheses 1, 4 5, 6, 7, and 8), nine partially-supported hypotheses (hypotheses 2, 3, 5, 6, 10, 11, 12, 14, and 16) and two unsupported hypotheses (hypotheses 15, and 17). The summary of the results of hypotheses testing are presented in Table 12 below.



Table 12 Summary of the Results of Hypothesis Testing

<b>Hypotheses</b>	<b>Description of Hypothesized Relationships</b>	<b>Results</b>
Hypothesis 1a:	Team spirit orientation is positively related to organizational citizenship behavior.	Supported
Hypothesis 1b:	Team spirit orientation is positively related to employee creativity.	Supported
Hypothesis 1c:	Team spirit orientation is positively related to employee commitment.	Supported
Hypothesis 1d:	Team spirit orientation is positively related to best goal achievement.	Supported
Hypothesis 1e:	Team spirit orientation is positively related to firm profitability.	Supported
Hypothesis 2a:	Training intention focus is positively related to organizational citizenship behavior.	Supported
Hypothesis 2b:	Training intention focus is positively related to employee creativity.	Supported
Hypothesis 2c:	Training intention focus is positively related to employee commitment.	Supported
Hypothesis 2d:	Training intention focus is positively related to best goal achievement.	Not Supported
Hypothesis 2e:	Training intention focus is positively related to firm profitability.	Supported
Hypothesis 3a:	Information-sharing emphasis is positively related to organizational citizenship behavior.	Not Supported
Hypothesis 3b:	Information-sharing emphasis is positively related to employee creativity.	Supported
Hypothesis 3c:	Informational-sharing emphasis is positively related to employee commitment.	Not Supported



Table 12 Summary of the Results of Hypothesis Testing (continued)

<b>Hypotheses</b>	<b>Description of Hypothesized Relationships</b>	<b>Results</b>
Hypothesis 3d:	Information-sharing emphasis is positively related to best goal achievement.	Not Supported
Hypothesis 3e:	Information-sharing emphasis is positively related to firm profitability.	Not Supported
Hypothesis 4a:	Equality awareness implementation is positively related to organizational citizenship behavior.	Supported
Hypothesis 4b:	Equality awareness implementation is positively related to employee creativity.	Supported
Hypothesis 4c:	Equality awareness implementation is positively related to employee commitment.	Supported
Hypothesis 4d:	Equality awareness implementation is positively related to best goal achievement.	Supported
Hypothesis 4e:	Equality awareness implementation is positively related to firm profitability.	Supported
Hypothesis 5a:	Talent creativity capability is positively related to organizational citizenship behavior.	Not Supported
Hypothesis 5b:	Talent creativity capability is positively related to employee creativity.	Supported
Hypothesis 5c:	Talent creativity capability is positively related to employee commitment.	Supported
Hypothesis 5d:	Talent creativity capability is positively related to best goal achievement.	Supported
Hypothesis 5e:	Talent creativity capability is positively related to firm profitability.	Not Supported



Table 12 Summary of the Results of Hypothesis Testing (continued)

<b>Hypotheses</b>	<b>Description of Hypothesized Relationships</b>	<b>Results</b>
Hypothesis 6a:	Organizational citizenship behavior is positively related to employee creativity.	Supported
Hypothesis 6b:	Organizational citizenship behavior is positively related to employee commitment.	Supported
Hypothesis 6c:	Organizational citizenship behavior is positively related to best goal achievement.	Not Supported
Hypothesis 7:	Employee creativity is positively related to best goal achievement.	Supported
Hypothesis 8:	Employee commitment is positively related to best goal achievement.	Supported
Hypothesis 9:	Best goal achievement is positively related to firm profitability.	Supported
Hypothesis 10a:	Transformational leadership orientation is positively related to team spirit orientation.	Supported
Hypothesis 10b:	Transformational leadership orientation is positively related to training intention focus.	Supported
Hypothesis 10c:	Transformational leadership orientation is positively related to information-sharing emphasis.	Supported
Hypothesis 10d:	Transformational leadership orientation is positively related to equality awareness implementation.	Not Supported
Hypothesis 10e:	Transformational leadership orientation is positively related to talent creativity capability.	Supported
Hypothesis 11a:	Organizational proactiveness strategy is positively related to team spirit orientation.	Not Supported



Table 12 Summary of the Results of Hypothesis Testing (continued)

<b>Hypotheses</b>	<b>Description of Hypothesized Relationships</b>	<b>Results</b>
Hypothesis 11b:	Organizational proactiveness strategy is positively related to training intention focus.	Not Supported
Hypothesis 11c:	Organizational proactiveness strategy is positively related to information-sharing emphasis.	Supported
Hypothesis 11d:	Organizational proactiveness strategy is positively related to equality awareness implementation.	Supported
Hypothesis 11e:	Organizational proactiveness strategy is positively related to talent creativity capability.	Supported
Hypothesis 12a:	Human resource practice competency is positively related to team spirit orientation.	Not Supported
Hypothesis 12b:	Human resource practice competency is positively related to training intention focus.	Supported
Hypothesis 12c:	Human resource practice competency is positively related to information-sharing emphasis.	Not Supported
Hypothesis 12d:	Human resource practice competency is positively related to equality awareness implementation.	Supported
Hypothesis 12e:	Human resource practice competency is positively related to talent creativity capability.	Supported
Hypothesis 13a:	Dynamic environmental uncertainty is positively related to team spirit orientation.	Supported
Hypothesis 13b:	Dynamic environmental uncertainty is positively related to training intention focus.	Not Supported
Hypothesis 13c:	Dynamic environmental uncertainty is positively related to information-sharing emphasis.	Supported
Hypothesis 13d:	Dynamic environmental uncertainty is positively related to equality awareness implementation.	Supported



Table 12 Summary of the Results of Hypothesis Testing (continued)

<b>Hypotheses</b>	<b>Description of Hypothesized Relationships</b>	<b>Results</b>
Hypothesis 13e:	Dynamic environmental uncertainty is positively related to talent creativity capability	Supported
Hypothesis 14a:	Survival culture positively moderates the relationship between transformational leadership orientation and team spirit orientation.	Not Supported
Hypothesis 14b:	Survival culture positively moderates the relationship between transformational leadership orientation and training intention focus.	Not Supported
Hypothesis 14c:	Survival culture positively moderates the relationship between transformational leadership orientation and information-sharing emphasis.	Not Supported
Hypothesis 14d:	Survival culture positively moderates the relationship between transformational leadership orientation and equality awareness implementation.	Supported
Hypothesis 14e:	Survival culture positively moderates the relationship between transformational leadership orientation and talent creativity capability.	Supported
Hypothesis 15a:	Survival culture positively moderates the relationship between organizational proactiveness strategy and team spirit orientation.	Not Supported
Hypothesis 15b:	Survival culture positively moderates the relationship between organizational proactiveness strategy and training intention focus.	Not Supported
Hypothesis 15c:	Survival culture positively moderates the relationship between organizational proactiveness strategy and information-sharing emphasis.	Not Supported



Table 12 Summary of the Results of Hypothesis Testing (continued)

<b>Hypotheses</b>	<b>Description of Hypothesized Relationships</b>	<b>Results</b>
Hypothesis 15d:	Survival culture positively moderates the relationship between organizational proactiveness strategy and equality awareness implementation.	Not Supported
Hypothesis 15e:	Survival culture positively moderates the relationship between organizational proactiveness strategy and talent creativity capability.	Not Supported
Hypothesis 16a:	Survival culture positively moderates the relationship between human resource practice competency and team spirit orientation.	Not Supported
Hypothesis 16b:	Survival culture positively moderates the relationship between human resource practice competency and training intention focus.	Supported
Hypothesis 16c:	Survival culture positively moderates the relationship between human resource practice competency and information-sharing emphasis.	Not Supported
Hypothesis 16d:	Survival culture positively moderates the relationship between human resource practice competency and equality awareness implementation.	Not Supported
Hypothesis 16e:	Survival culture positively moderates the relationship between human resource practice competency and talent creativity capability.	Not Supported
Hypothesis 17a:	Survival culture positively moderates the relationship between dynamic environmental uncertainty and team spirit orientation.	Not Supported
Hypothesis 17b:	Survival culture positively moderates the relationship between dynamic environmental uncertainty and training intention focus.	Not Supported



Table 12 Summary of the Results of Hypothesis Testing (continued)

<b>Hypotheses</b>	<b>Description of Hypothesized Relationships</b>	<b>Results</b>
Hypothesis 17c:	Survival culture positively moderates the relationship between dynamic environmental uncertainty and information-sharing emphasis.	Not Supported
Hypothesis 17d:	Survival culture positively moderates the relationship between dynamic environmental uncertainty and equality awareness implementation.	Not Supported
Hypothesis 17e:	Survival culture positively moderates the relationship between dynamic environmental uncertainty and talent creativity capability.	Not Supported



## CHAPTER V

### CONCLUSION

This chapter includes the findings of this research. It describes the overview of the summary findings, hypothesis testing, theory and managerial contributions and concludes with a discussion of the limitations of the present study and expected directions for future research.

#### Summary of Results

This research investigates the theoretical model of the influences of human capital management capability (team spirit orientation, training intention focus, information-sharing emphasis, equality awareness implementation and talent creativity capability) on firm profitability in the hotel business through organizational citizenship behavior, employee creativity and employee commitment as mediating influences, and survival culture as a moderating determination. Additionally, transformational leadership orientation, organizational proactiveness strategy, human resource practice competency and dynamic environmental uncertainty are proposed to become the antecedents of human capital management capability via the moderating effect of survival culture.

The key research question is how human capital management capability (team spirit orientation, training intention focus, information-sharing emphasis, equality awareness implementation and talent creativity capability) has an influence on firm profitability. Furthermore, specific research questions are presented as follows:

- 1) How does each dimension of human capital management capability affect organizational citizenship behavior, employee creativity and employee commitment, best goal achievement and firm profitability?
- 2) How does organizational citizenship behavior have an influence on employee creativity, employee commitment and best goal achievement?
- 3) How do employee creativity and employee commitment have an influence on best goal achievement?
- 4) How does best goal achievement have an impact on firm profitability?
- 5) How do transformation leadership orientation, organizational proactiveness strategy, human resource practice competency and dynamic



environmental uncertainty have an effect on human capital management capability?

6) How do transformation leadership orientation, organizational proactiveness strategy, human resource practice competency, and dynamic environmental uncertainty have an effect on human capital management capability via the moderating effect of survival culture?

In this research, human capital theory and contingency theory were integrated to explaining the relationships among variables. This research chooses hotel businesses in Thailand as the sample because the hotel industry is a labor-intensive industry that is facing a challenge to become a professional in the area of human capital management. The sample is chosen from the database of the Hotel Association of Thailand. Instrument is questionnaires which will be sent mailed to 1,606 managing directors and managing partner who are the key informants. However, the mail has just been completed and received 343 are sets of perfectly, surveys completed and returned, only 21.83% of responding rate. All measures of the scale that has been considered appropriate for future analysis and has been recognized for validity and reliability via a pre-tested. Multiple regression analysis applied to hypothesis testing.

According to the first research question, the results found that team spirit orientation has a positive influence on organizational citizenship behavior, employee creativity, employee commitment, best goal achievement, and firm profitability. Besides, training intention focus has a positive influence on organizational citizenship behavior, employee creativity, employee commitment, and firm profitability. Furthermore, information-sharing emphasis has a positive influence on employee commitment. Also, equality awareness implementation has a positive influence on organizational citizenship behavior, employee creativity, employee commitment, best goal achievement, and firm profitability. Moreover, talent creativity capability has a positive influence on employee creativity, employee commitment, and best goal achievement.

In addition to the second research question, the finding confirms that employee creativity, employee commitment and best goal achievement positively affect firm profitability. However, organizational citizenship behavior has no impact on best goal achievement.



In the light of third research question, employee creativity and employee commitment have a significant influence on best goal achievement. As to the fourth research question, best goal achievement positively impacts firm profitability.

According to the fifth research question, the antecedent of human capital management capability, the finding asserts that dynamic environmental uncertainty positively associates with all of human capital management capability dimensions; whereas transformational leadership orientation, organizational proactiveness strategy, and human resource practice competency have no impact on human capital management capability.

Finally, for the sixth research question, transformational leadership orientation, organizational proactiveness strategy, human resource practice competency and dynamic environmental uncertainty positively associate with all of human capital management capability dimensions; whereas, moderate survival culture fines no influence on human capital management capability.

Furthermore, as to the findings of hotel standard and firm capital (which are the control variables) it has an impact on organizational citizenship behavior, employee creativity, employee commitment, best goal achievement and firm profitability. Consequently, future research may consider only four to five-star levels of the hotel standard for a clear understanding of the impact of hotel standard.

As described earlier, the conclusion of the research questions and hypotheses testing are included in Table 13 below



Table 13 A Summary of All Hypotheses Testing the Results and Conclusion

Research Questions	Hypotheses	Results	Conclusion
<p><b>Key research Question:</b></p> <p>How does human capital management capability have an effect on firm profitability?</p>	Hypotheses 1-5e	All of the five human capital management capability dimensions have positive effect on firm profitability.	Partially supported
<p><b>Specific Research Questions:</b></p> <p>(1) How does each dimension of human capital management capability affect organizational citizenship, employee creativity, employee commitment, best goal achievement and firm profitability?</p>	Hypotheses 1a-e 2a-e 3a-e 4a-e and 5a-e	<ul style="list-style-type: none"> <li>- Team spirit orientation and equality awareness implementation have the positive relationship with organizational citizenship behavior, employee creativity, employee commitment, best goal achievement and firm performance.</li> <li>- Training intention focus has the positive relationships with all of its consequences but best goal achievement does not.</li> <li>- Informational-sharing emphasis has a positive relationship with only employee creativity.</li> <li>- Talent creativity capability has the positive relationship with all of its consequences but organizational citizenship behavior and firm profitability.</li> </ul>	Partially supported



Table 13 A Summary of All Hypotheses Testing the Results and Conclusion (continued)

<b>Research Questions</b>	<b>Hypotheses</b>	<b>Results</b>	<b>Conclusion</b>
(2) How does organizational citizenship behavior have influence on employee creativity, employee commitment and best goal achievement?	Hypotheses 6a-c	Organizational citizenship behavior has a significant positive effect on employee creativity and employee commitment but best goal achievement does not.	Partially Supported
(3) How do employee creativity and employee commitment have an influence on best goal achievement?	Hypotheses 7-8	Both employee creativity and employee commitment have a significant positive effect on best goal achievement	Fully supported
(4) How does best goal achievement have an impact on firm profitability?	Hypotheses 9	Best goal achievement has a significant positive effect on firm profitability	Fully Supported
(5) How do transformation leadership orientation, organizational proactiveness strategy, human resource practice competency and dynamic environmental uncertainty have an effect on human capital management capability?	Hypotheses 10a-e 11a-e 12a-e and 13a-e	- Dynamic environmental uncertainty has the positive relationship with all dimension of human capital management capability. - Transformational leadership orientation, organizational proactiveness strategy and human resource practice competency have no effect on human capital management capability	Partially Supported

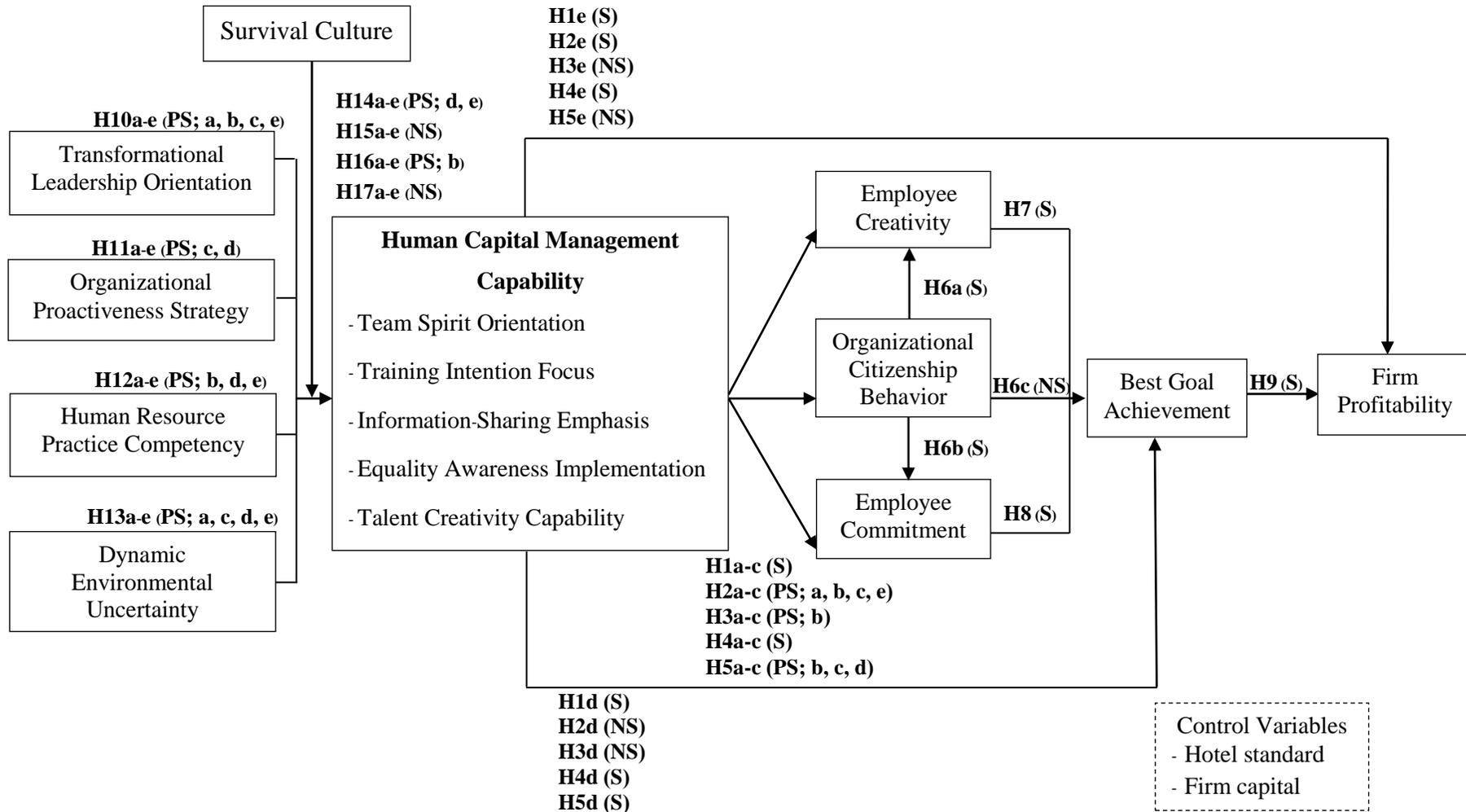


Table 13 A Summary of All Hypotheses Testing the Results and Conclusion (continued)

<b>Research Questions</b>	<b>Hypotheses</b>	<b>Results</b>	<b>Conclusion</b>
(6) How do transformation leadership orientation, organizational proactiveness strategy, human resource practice competency and dynamic environmental uncertainty have an effect on human capital management capability via moderating effect of survival culture?	Hypotheses 14a-e 15a-e 16a-e and 17a-e	Survival culture moderates the relationship transformational leadership orientation, organizational proactiveness strategy, human resource practice competency and dynamic environmental uncertainty.	Partially supported



Figure 7 Summary of Hypothesis Testing Results



## **Theoretical and Managerial Contributions**

### Theoretical Contribution

This research aims to investigate the relationship among human capital management capability, its antecedents, consequences and moderator, this research makes two contributions to the literature of human capital management capability leading to firm profitability.

Firstly, based on the perspective of human capital theory, this research proposed new dimensions of human capital management capability include the team spirit orientation, training intention focus, information-sharing emphasis, equality awareness implementation, and talent creativity capability to explaining the profitability of hotel businesses in Thailand. These new dimensions have been developed to be strategic ability of organization that is different from previous research with focus on the knowledge, skills, and ability of human resources. There is little study about the team spirit orientation, training intention focus, information-sharing emphasis, equality awareness implementation, and talent creativity capability of organization. Therefore, this research is conducted new dimension in perspective of the human capital management capability that to fulfill the research to be more clearly.

Secondly, this research provides empirical evidence of the predictive power of human capital management capability on profitability in the context of hotel businesses. The results of this research highlight that the team spirit orientation and equality awareness implementation are outstanding in dimension of human capital management capability. This research confirms and supports that the contingency theory can used to explaining the profitability of the organization within the context of a hotel businesses. Regarding the antecedents, are results revealing that dynamic environmental uncertainty affect most human capital management capability. The influence of human capital management capability on profitability is depending on the factors of team spirit orientation, training intention focus, and equality awareness implementation. The circumstances under the competition usually occur all the time in the hotel business. The team spirit orientation, training intention focus, and equality awareness implementations can support the vision of management and can be adjusted to work in line with the



capabilities of the employees. Thus, managing directors can enhance understanding of human capital management capability and to create the potential of business profitability management effectively. Moreover, transformational leadership orientation and human resources practice competency are relatively moderated by the survival culture which supports the contingency theory. There are the explanations of the influence survival culture on human capital management capability. Therefore, the results that mentioned above are the supporting reasons of the contingency theory.

### Managerial Contribution

This research offers practical implications involvement. Firstly, the findings showed that organizational citizenship behavior is the most important factor affect best goal achievement that in turn affects firm profitability. The managing directors and managing partner should be interested in the team spirit orientation, training intention focus and equality awareness implementation to support business efficiency. Especially, focusing on the important of the team spirit orientation that the executives should target to the teamwork of employee, promotes teamwork continuously, and creates the right environment for teamwork. Furthermore, the executive should recognize the training intention focus encourage employees to gain knowledge and new skills in the workplace, which gives the administration more efficient. In addition, to lead the way for equality awareness implementation that executives should provide benefits for employees equally and should focus on their employees under the same regulations for the administration of the organization achieve its goals.

Secondly, this research found that transformational leadership orientation, and human resource practice competency are the most important predictor of human capital management capability. Especially, transformational leadership orientation and human resource practice competency are significantly and positively related to all five dimensions of human capital management capability. However, in the context of hotel business in Thailand, there should be a policy to encourage executive with transformational leadership has the knowledge, skills and experience to management the changes taking in the organization to goal achievement. In addition, executive on hotel business must consider human resource practice that the organization should encourage the development of the capabilities of the employees to have the knowledge, skills and



abilities that appropriate of work affected to the success of the organization. Therefore, organizations should focus on two the antecedent as an important factor that affects human capital management capability can be successfully applied.

## **Limitations and Future Research Directions**

### Limitations

Although the results of this research provide useful insights into the role of human capital management capability, it has some limitations that should be presented. Several variables are measured by new scales which are developed from literature reviews and previous research. These new scales are being taken to carefully consider the validation and use of this research. In addition, with the open comments of respondents in the questionnaires, many comments claim that the government policies to promote tourism. There are a lot of new hotel businesses to open up for support of tourists. The hotel business has attracted employees from other hotels to attend. The employees are moving to work for better compensation. There is a shortage of workers in the hotel business. Therefore, these situations hinder the development of human capital management capability because business owners are unsure about success under business competition. This may affect the quality of answers provided in this research. The result of this research may affect the response rate, validity and reliability.

### Future Research Directions

This analysis has led to the conclusion that several can lead to future research. The following topics will further contribute to greater understanding.

Firstly, this research selects a single population as being the hotel businesses in Thailand. Hence, these findings may be generalized ability for an explanation about the people and the impact on other sectors or other countries. Thus, these finding may limit generalized ability for the explanation on its antecedents and consequences in other sectors or other countries. Future research is introduced to other collect data from different business segments of the group or population that is different compared to verify the generalization of the research and increase the level of reliability.



Secondly, some variants have developed a new scale and are measured using literature reviews, as well as a new definition of each variable. Therefore, future research should develop and explore the scale applying of different focus groups, such as conversations with top managers or in-depth interviews, to confirm and create the true measure variables and the relationship shown in this study.

Finally, the findings provide the level of hotel standard and firm capital which are control variable, it has an affects the human capital management capability and it consequences. As a result, future research may consider additional studies to firm age and firm size for a clear understanding of the hotel business on the human capital management capability and firm profitability.



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## **APPENDICES**



**APPENDIX A**  
**Key Respondent Characteristics**



**Table A1: Demographic Characteristics of Respondents**

<b>Descriptions</b>	<b>Categories</b>	<b>Frequencies</b>	<b>Percent</b>
1. Gender	Male	163	47.52
	Female	180	52.48
	<b>Total</b>	<b>343</b>	<b>100.00</b>
2. Age	Less than 30 years old	31	9.01
	30-40 years old	127	37.03
	41-50 years old	89	25.97
	More than 50 years old	96	27.99
	<b>Total</b>	<b>343</b>	<b>100.00</b>
3. Marital status	Single	129	37.61
	Married	204	59.48
	Divorced	10	2.91
	<b>Total</b>	<b>343</b>	<b>100.00</b>
4. Level of education	Undergraduate or less than	218	63.56
	Higher than undergraduate	125	36.44
	<b>Total</b>	<b>343</b>	<b>100.00</b>
5. Working experiences	Less than 5 years	44	12.83
	5-10 years	98	28.57
	11-15 years	63	18.37
	More than 15 years	138	40.23
	<b>Total</b>	<b>343</b>	<b>100.00</b>
6. Average revenues per month	Less than 50,000 Baht	140	40.82
	50,000-70,000 Baht	69	20.12
	70,001-90,000 Baht	41	11.95
	More than 90,000 Baht	93	27.11
	<b>Total</b>	<b>343</b>	<b>100.00</b>
7. Current position	Managing director	182	53.07
	Managing partner	120	34.97
	Other	41	11.96
	<b>Total</b>	<b>343</b>	<b>100.00</b>



**Table A2: Characteristics of Hotel Business**

<b>Descriptions</b>	<b>Categories</b>	<b>Frequencies</b>	<b>Percent</b>
8. Business type	Company limited	319	93.00
	Partnership	24	7.00
	<b>Total</b>	<b>343</b>	<b>100.00</b>
9. Standard of business	Four-stars level	263	76.68
	Five-stars level	80	23.32
	<b>Total</b>	<b>343</b>	<b>100.00</b>
10. Location of business	Bangkok	33	9.62
	Northern region	69	20.11
	Central part	49	14.29
	Eastern region	80	23.33
	North-eastern region	17	4.95
	Southern region	95	27.70
	<b>Total</b>	<b>343</b>	<b>100.00</b>
11. Capital investment	Less than 50,000,000 Baht	104	30.32
	50,000,000–100,000,000 Baht	95	27.70
	100,000,001-150,000,000 Baht	46	13.41
	More than 150,000,000 Baht	98	28.57
	<b>Total</b>	<b>343</b>	<b>100.00</b>
12. Number of Employee	Less than 50 person	95	27.70
	50-100 person	74	21.57
	101-150 person	52	15.16
	More than 150 person	122	35.57
	<b>Total</b>	<b>343</b>	<b>100.00</b>
13. Period of Time	Less than 5 years	45	13.12
	5-10 years	92	26.82
	11-15 years	59	17.20
	More than 15 years	147	42.86
	<b>Total</b>	<b>343</b>	<b>100.00</b>



**Table A2: Characteristics of Hotel Business (continued)**

<b>Descriptions</b>	<b>Categories</b>	<b>Frequencies</b>	<b>Percent</b>
14. Average Sale	Less than 25,000,000 Baht	94	27.41
	25,000,000-50,000,000 Baht	67	19.53
	50,000,001-75,000,000 Baht	49	14.29
	More than 75,000,000 Baht	133	38.77
15. Target Customer	Domestic	127	37.03
	International	216	62.97
	<b>Total</b>	343	<b>100.00</b>



**APPENDIX B**  
**Non-Response Bias Tests**



**Table B: Non-Response Bias Tests**

<b>Comparison</b>	<b>N</b>	<b>Mean</b>	<b>Std. Dev.</b>	<b>t-value</b>	<b>sig</b>
<b>Business Type</b>	343				
• First Group	172	1.08	0.325	-0.338	0.736
• Second Group	171	1.09	0.340		
<b>Standard of Business</b>	343				
• First Group	172	2.01	0.697	0.468	0.640
• Second Group	171	1.97	0.690		
<b>Location of Business</b>	343				
• First Group	172	3.83	1.691	0.606	0.545
• Second Group	171	3.71	1.734		
<b>Operation Capital</b>	343				
• First Group	172	2.42	1.159	0.253	0.800
• Second Group	171	2.39	1.228		
<b>Period of Time</b>	343				
• First Group	172	2.92	1.103	0.345	0.731
• Second Group	171	2.88	1.121		
<b>Average Sale</b>	343				
• First Group	172	2.69	1.221	0.621	0.535
• Second Group	171	2.60	1.276		
<b>Target Customers</b>	343				
• First Group	172	1.69	0.626	0.122	0.903
• Second Group	171	1.68	0.539		



**APPENDIX C**  
**Item Factor Loading and Reliability**  
**Analyses in Pre-Test**



**Table C1: Item Factor Loading and Reliability Analyses in Pre-Test<sup>a</sup>**

<b>Constructs</b>	<b>Items</b>	<b>Factor Loading</b>	<b>Reliability (Alpha)</b>
Firm Profitability (FPB)	FPB 1	.876	.939
	FPB 2	.956	
	FPB 3	.941	
	FPB 4	.905	
Team Spirit Orientation (TSO)	TSO1	.690	.863
	TSO2	.928	
	TSO3	.847	
	TSO4	.890	
Training Intension Foucs (TIF)	TIF1	.838	.895
	TIF2	.895	
	TIF3	.896	
	TIF4	.867	
Information-Sharing Emphasis (ISE)	ISE 1	.811	.804
	ISE 2	.759	
	ISE 3	.786	
	ISE 4	.847	
Equality Awareness Implementation (EAI)	EAI 1	.877	.910
	EAI 2	.910	
	EAI 3	.875	
	EAI 4	.896	
Talent Creativity Capability (TCC)	TCC 1	.685	.901
	TCC 2	.948	
	TCC 3	.934	
	TCC 4	.937	

<sup>a</sup>n=30

**Table C1: Item Factor Loading and Reliability Analyses in Pre-Test<sup>a</sup>(Continued)**

<b>Constructs</b>	<b>Items</b>	<b>Factor Loading</b>	<b>Reliability (Alpha)</b>
Employee Creativity (ECT)	ECT 1	.928	.959
	ECT 2	.926	
	ECT 3	.951	
	ECT 4	.976	
Organizational Citizenship Behavior (OCB)	OCB 1	.858	.936
	OCB 2	.858	
	OCB 3	.813	
	OCB 4	.805	
	OCB 5	.818	
	OCB 6	.913	
	OCB 7	.887	
Employee Commitment (ECM)	ECM 1	.910	.933
	ECM 2	.923	
	ECM 3	.905	
	ECM 4	.917	
Best Goal Achievement (BGA)	BGA 1	.910	.915
	BGA 2	.921	
	BGA 3	.922	
	BGA 4	.835	
Transformational Leadership Orientation (TLO)	TLO 1	.859	.891
	TLO 2	.880	
	TLO 3	.866	
	TLO 4	.875	
Organizational Proactiveness Strategy (OPS)	OPS 1	.786	.816
	OPS 2	.855	
	OPS 3	.843	
	OPS 4	.736	

<sup>a</sup>n=30

**Table C1: Item Factor Loading and Reliability Analyses in Pre-Test<sup>a</sup>(Continued)**

<b>Constructs</b>	<b>Items</b>	<b>Factor Loading</b>	<b>Reliability (Alpha)</b>
Human Resource Practice Competency (HPC)	HPC 1	.764	.866
	HPC 2	.905	
	HPC 3	.868	
	HPC 4	.840	
Dynamic Environmental Uncertainty (DEU)	DEU 1	.946	.935
	DEU 2	.952	
	DEU 3	.828	
	DEU 4	.943	
Survival Culture (SCL)	SCL 1	.875	.945
	SCL 2	.912	
	SCL 3	.962	
	SCL 4	.973	

<sup>a</sup>n=30

**Appendix D**  
**Diagnosis of Primary Assumption for Regression Analysis**



**Table D: Durbin and Watson Statistic**

<b>Equation</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>	<b>Durbin - Watson value</b>
<b>1</b>	0.661	0.437	0.497	0.758	1.816
<b>2</b>	0.712	0.507	0.635	0.711	1.948
<b>3</b>	0.684	0.467	0.456	0.739	2.122
<b>4</b>	0.627	0.393	0.380	0.788	1.890
<b>5</b>	0.514	0.264	0.249	0.866	2.076
<b>6</b>	0.727	0.529	0.525	0.689	1.785
<b>7</b>	0.751	0.564	0.560	0.664	2.245
<b>8</b>	0.698	0.487	0.480	0.723	1.889
<b>9</b>	0.795	0.632	0.629	0.609	1.900
<b>10</b>	0.574	0.330	0.318	0.836	1.947
<b>11</b>	0.594	0.353	0.331	0.818	1.997
<b>12</b>	0.558	0.311	0.298	0.840	1.761
<b>13</b>	0.594	0.353	0.331	0.820	1.803
<b>14</b>	0.558	0.311	0.299	0.840	2.000
<b>15</b>	0.587	0.345	0.323	0.825	2.083
<b>16</b>	0.585	0.342	0.331	0.820	1.930
<b>17</b>	0.620	0.385	0.364	0.800	1.968
<b>18</b>	0.650	0.422	0.412	0.769	2.104
<b>19</b>	0.679	0.461	0.443	0.749	2.075

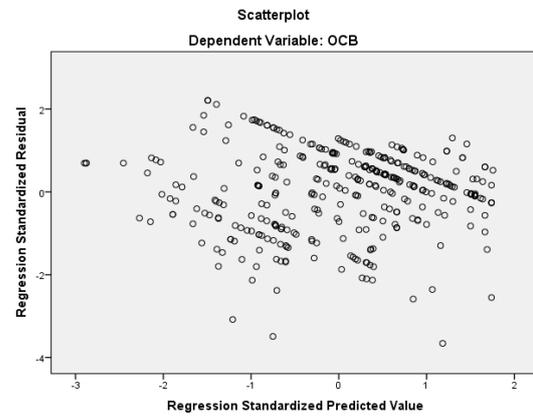
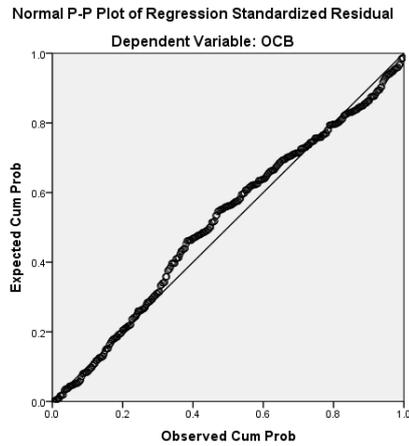


## **APPENDIX E**

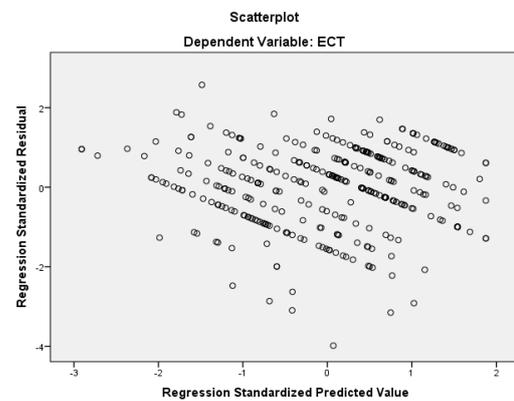
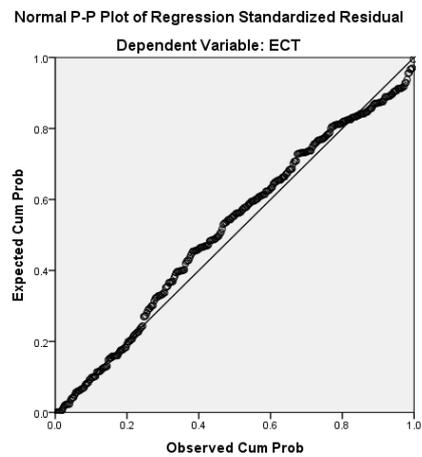
### **Test of Assumption of Regression Analysis**



## Normality and Heteroscedasticity

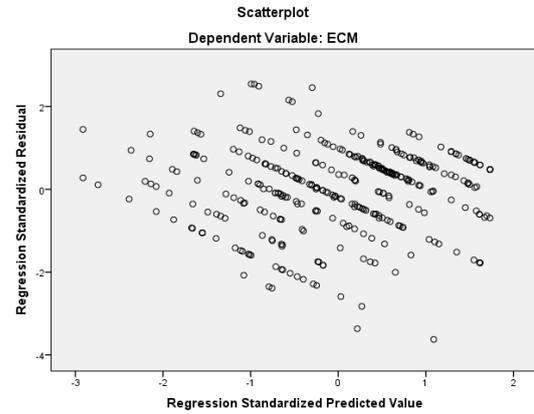
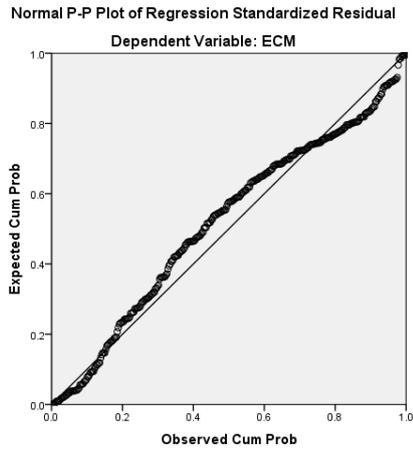


$$Eq 1: OCB = \alpha_1 + \beta_1 TSO + \beta_2 TIF + \beta_3 ISE + \beta_4 EAI + \beta_5 TCC + \beta_6 HS + \beta_7 FC + \varepsilon$$

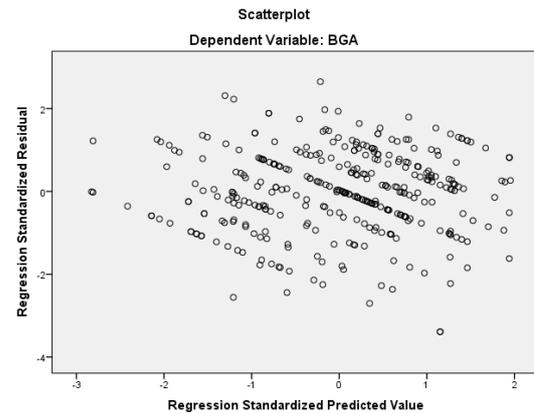
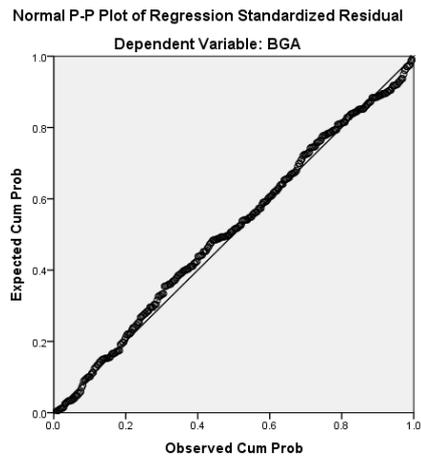


$$Eq 2: ECT = \alpha_2 + \beta_8 TSO + \beta_9 TIF + \beta_{10} ISE + \beta_{11} EAI + \beta_{12} TCC + \beta_{13} HS + \beta_{14} FC + \varepsilon$$



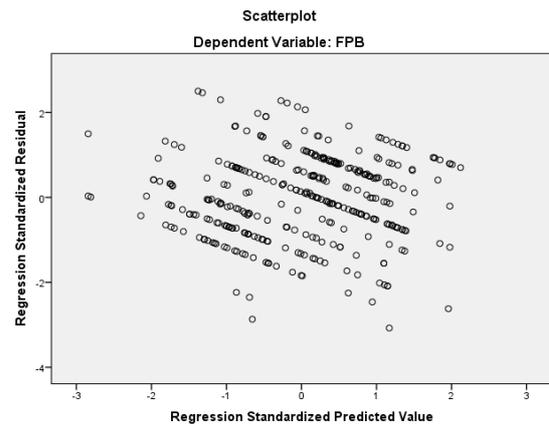
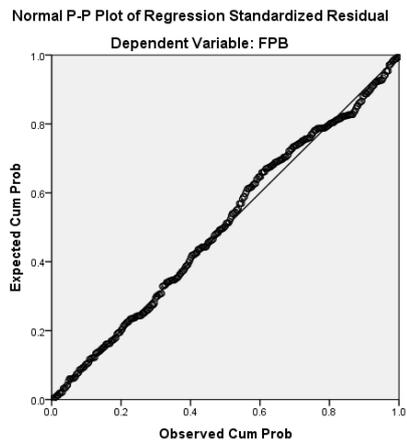


$$Eq\ 3: ECM = \alpha_3 + \beta_{15}TSO + \beta_{16}TIF + \beta_{17}ISE + \beta_{18}EAI + \beta_{19}TCC + \beta_{20}HS + \beta_{21}FC + \varepsilon$$

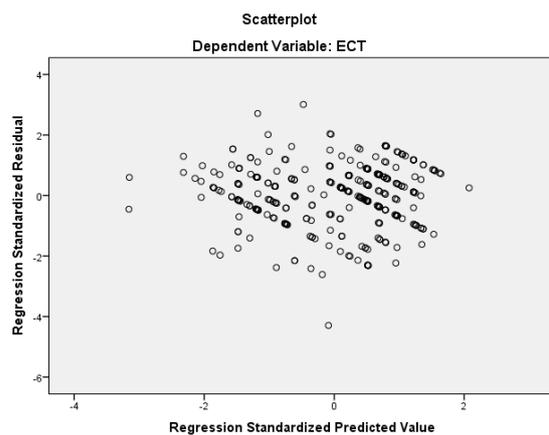
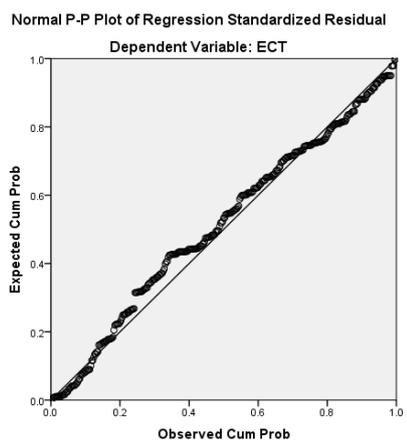


$$Eq\ 4: BGA = \alpha_4 + \beta_{22}TSO + \beta_{23}TIF + \beta_{24}ISE + \beta_{25}EAI + \beta_{26}TCC + \beta_{27}HS + \beta_{28}FC + \varepsilon$$



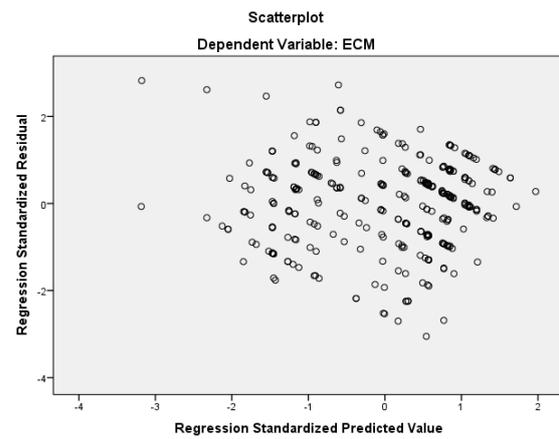
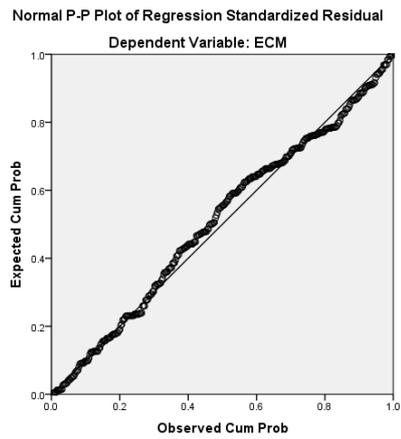


$$Eq\ 5: FPB = \alpha_6 + \beta_{29}TSO + \beta_{30}TIE + \beta_{31}ISE + \beta_{32}EAI + \beta_{33}TCC + \beta_{34}HS + \beta_{35}FC + \varepsilon$$

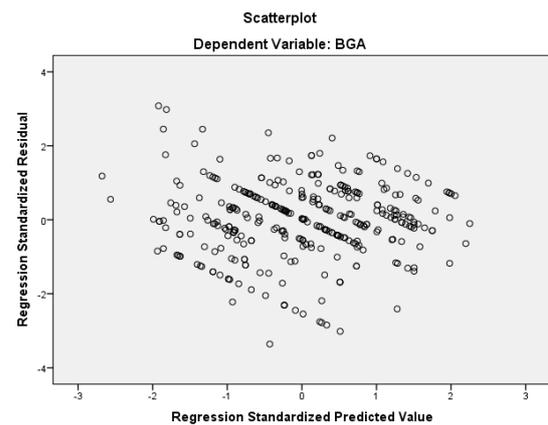
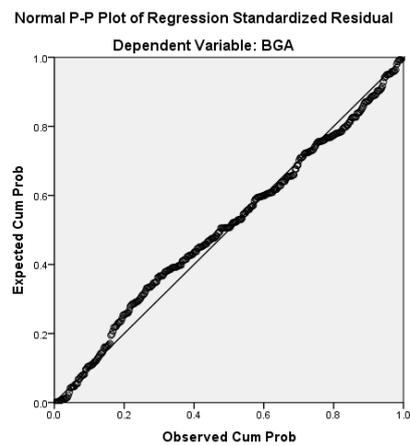


$$Eq\ 6: ECT = \alpha_5 + \beta_{36}OCB + \beta_{37}HS + \beta_{38}FC + \varepsilon$$



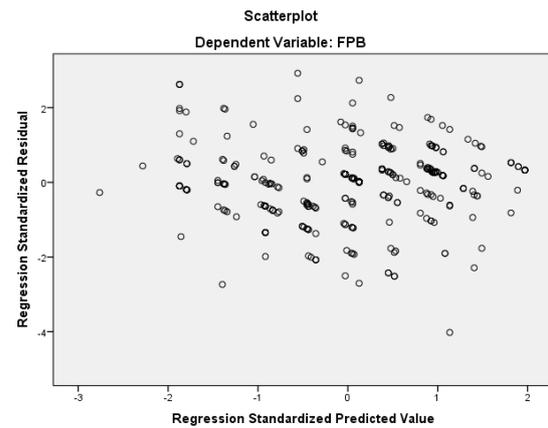
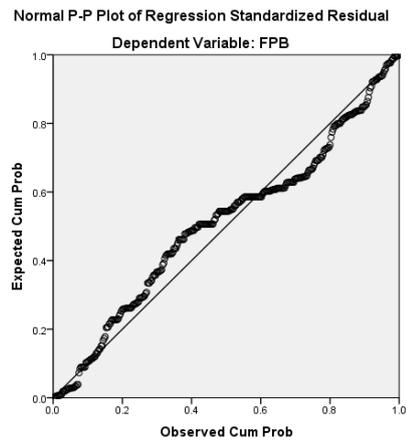


$$Eq 7: ECM = \alpha_5 + \beta_{39}OCB + \beta_{40}HS + \beta_{41}FC + \varepsilon$$

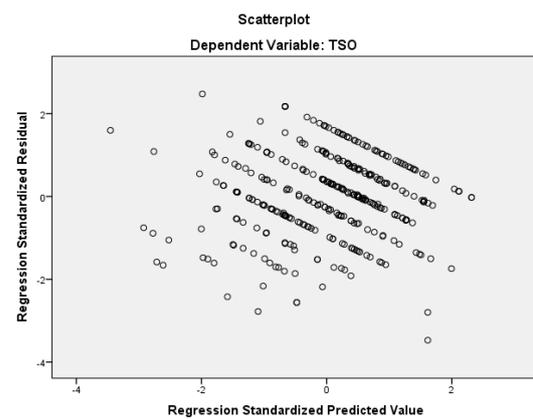
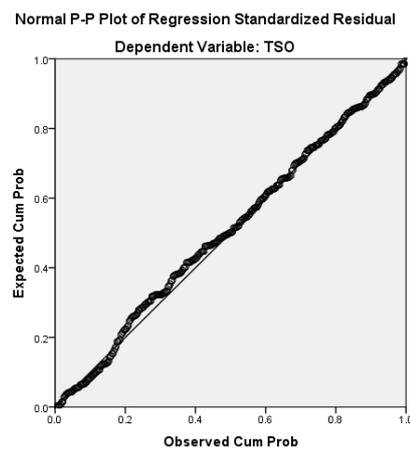


$$Eq 8: BGA = \alpha_5 + \beta_{42}ECT + \beta_{43}OCB + \beta_{44}ECM + \beta_{45}HS + \beta_{46}FC + \varepsilon$$



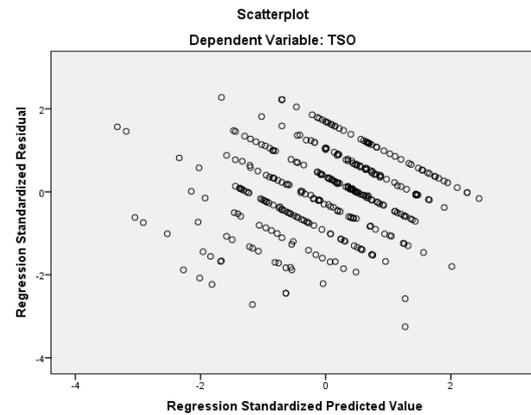
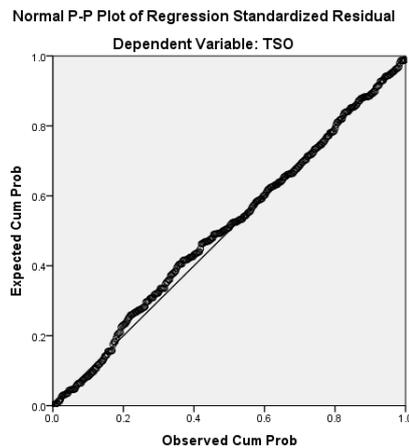


$$Eq\ 9: FPB = \alpha_7 + \beta_{47}BGA + \beta_{48}HS + \beta_{49}FC + \varepsilon$$

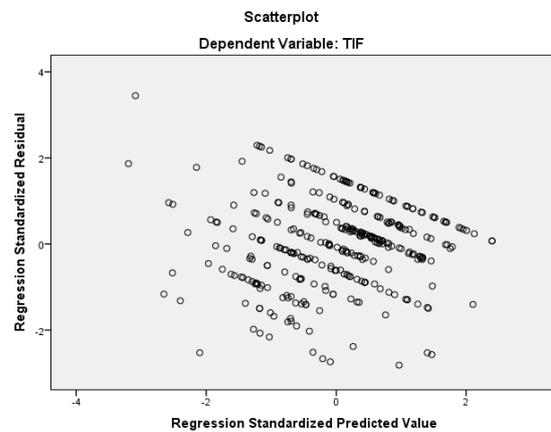
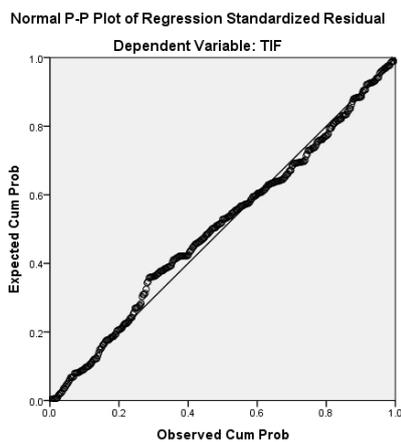


$$Eq\ 10: TSO = \alpha_8 + \beta_{50}TLO + \beta_{51}OPS + \beta_{52}HPC + \beta_{53}DEU + \beta_{54}HS + \beta_{55}FC + \varepsilon$$



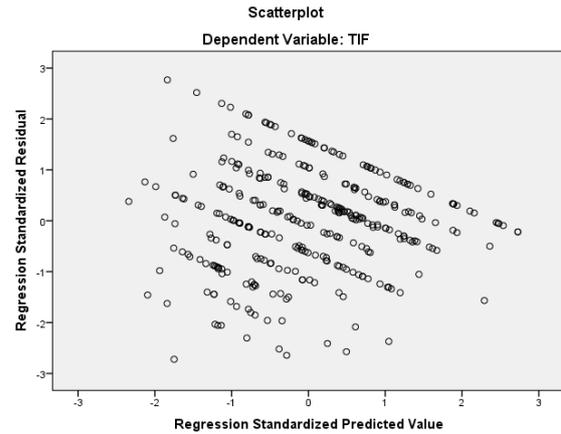
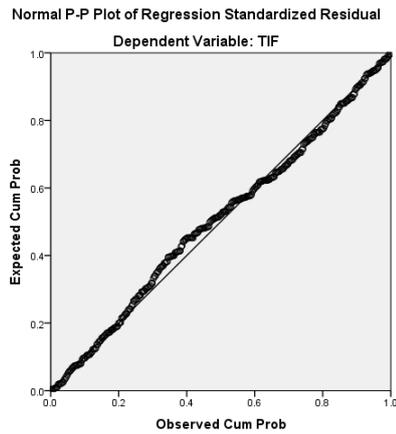


$$\begin{aligned}
 \text{Eq 11: } TSO &= \alpha_9 + \beta_{56}TLO + \beta_{57}OPS + \beta_{58}HPC + \beta_{59}DEU + \beta_{60}SCL \\
 &+ \beta_{61}(TLO * SCL) + \beta_{62}(OPS * SCL) + \beta_{63}(HPC * SCL) \\
 &+ \beta_{64}(DEU * SCL) + \beta_{65}HS + \beta_{66}FC + \varepsilon
 \end{aligned}$$

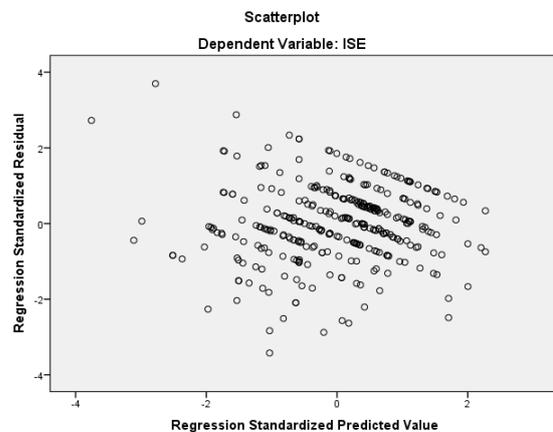
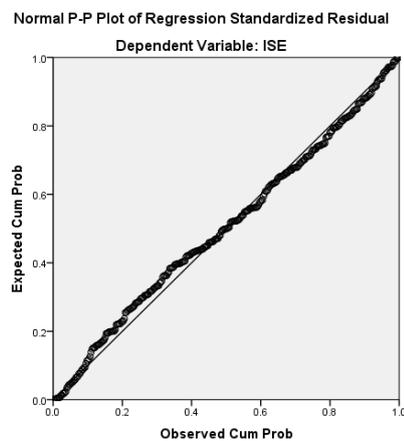


$$\text{Eq 12: } TIF = \alpha_{10} + \beta_{67}TLO + \beta_{68}OPS + \beta_{69}HPC + \beta_{70}DEU + \beta_{71}HS + \beta_{72}FC + \varepsilon$$



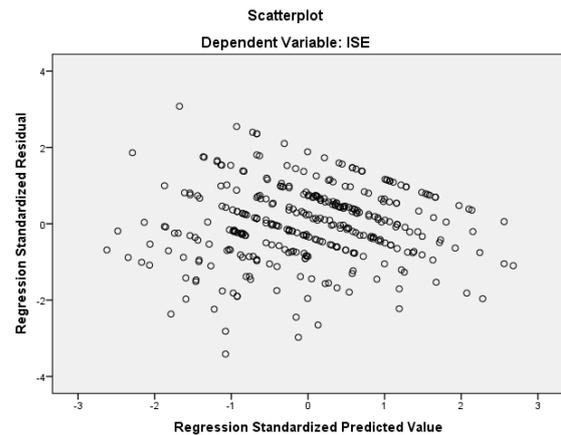
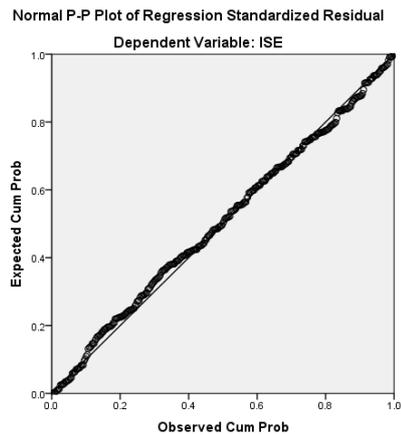


$$\begin{aligned}
 \text{Eq 13: } TIF &= \alpha_{11} + \beta_{73}TLO + \beta_{74}OPS + \beta_{75}HPC + \beta_{76}DEU + \beta_{77}SCL \\
 &+ \beta_{78}(TLO * SCL) + \beta_{79}(OPS * SCL) + \beta_{80}(HPC * SCL) \\
 &+ \beta_{81}(DEU * SCL) + \beta_{82}HS + \beta_{83}FC + \varepsilon
 \end{aligned}$$

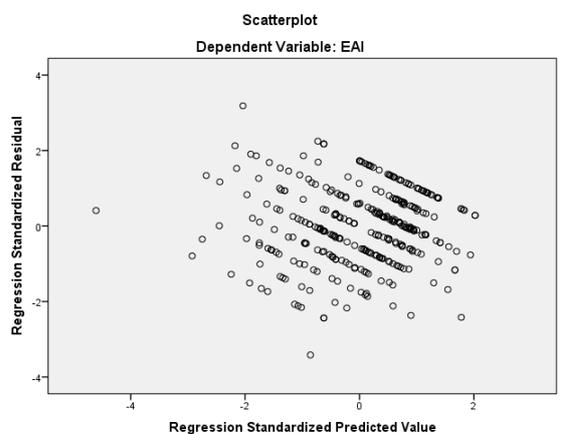
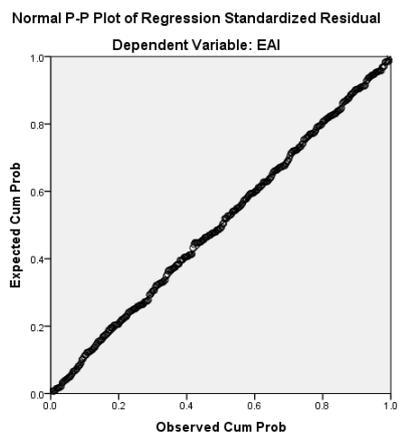


$$\text{Eq 14: } ISE = \alpha_{12} + \beta_{84}TLO + \beta_{85}OPS + \beta_{86}HPC + \beta_{87}DEU + \beta_{88}HS + \beta_{89}FC + \varepsilon$$



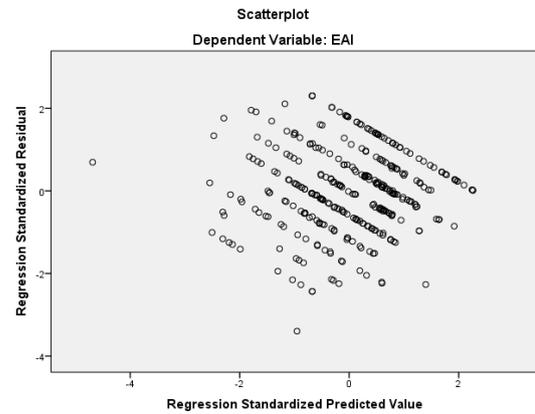
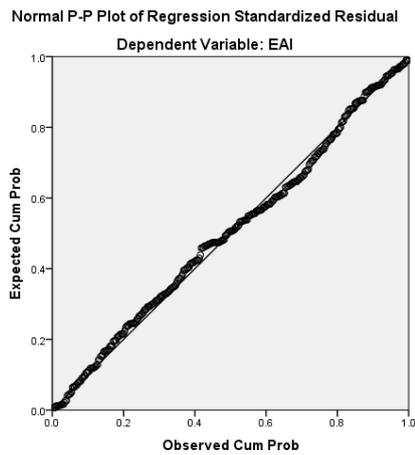


$$\begin{aligned}
 \text{Eq 15: } ISE = & \alpha_{13} + \beta_{90}TLO + \beta_{91}OPS + \beta_{92}HPC + \beta_{93}DEU + \beta_{94}SCL \\
 & + \beta_{95}(TLO * SCL) + \beta_{96}(OPS * SCL) + \beta_{97}(HPC * SCL) \\
 & + \beta_{98}(DEU * SCL) + \beta_{99}HS + \beta_{100}FC + \varepsilon
 \end{aligned}$$

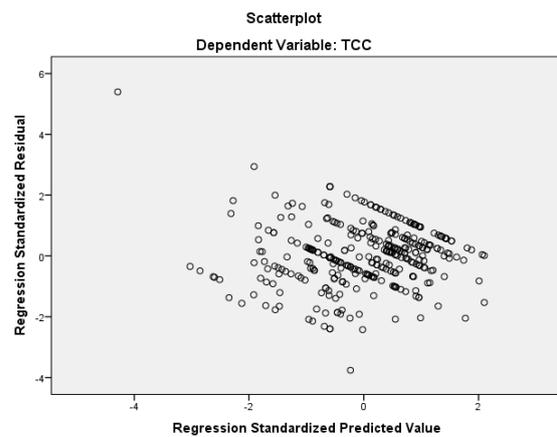
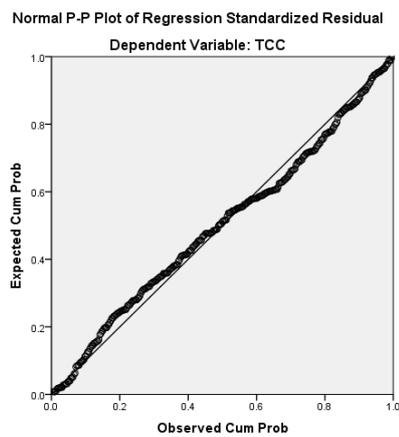


$$\text{Eq 16: } EAI = \alpha_{14} + \beta_{101}TLO + \beta_{102}OPS + \beta_{103}HPC + \beta_{104}DEU + \beta_{105}HS + \beta_{106}FC + \varepsilon$$



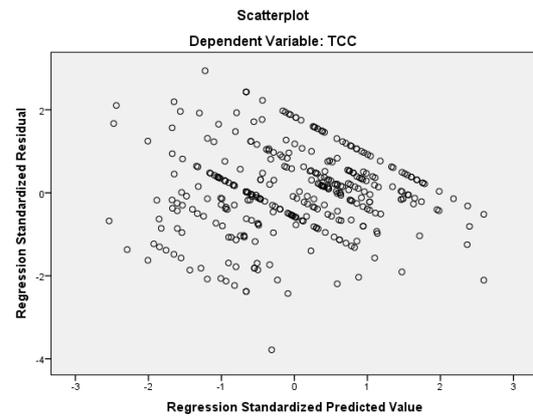
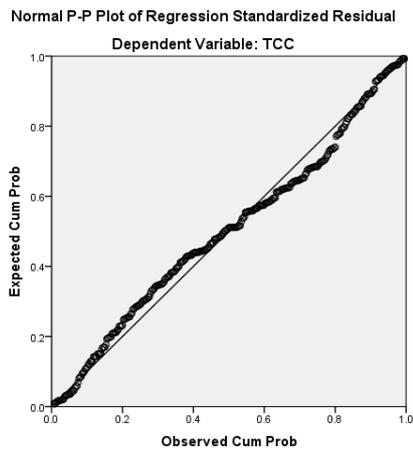


$$\begin{aligned}
 \text{Eq 17: } EAI = & \alpha_{15} + \beta_{107}TLO + \beta_{108}OPS + \beta_{109}HPC + \beta_{110}DEU + \beta_{111}SCL \\
 & + \beta_{112}(TLO * SCL) + \beta_{113}(OPS * SCL) + \beta_{114}(HPC * SCL) \\
 & + \beta_{115}(DEU * SCL) + \beta_{116}HS + \beta_{117}FC + \varepsilon
 \end{aligned}$$



$$\text{Eq 18: } TCC = \alpha_{16} + \beta_{118}TLO + \beta_{119}OPS + \beta_{120}HPC + \beta_{121}DEU + \beta_{122}HS + \beta_{123}FC + \varepsilon$$





$$\begin{aligned}
 \text{Eq 19: } TCC = & \alpha_{17} + \beta_{124}TLO + \beta_{125}OPS + \beta_{126}HPC + \beta_{127}DEU + \beta_{128}SCL \\
 & + \beta_{129}(TLO * SCL) + \beta_{130}(OPS * SCL) + \beta_{131}(HPC * SCL) \\
 & + \beta_{132}(DEU * SCL) + \beta_{133}HS + \beta_{134}FC + \varepsilon
 \end{aligned}$$



**APPENDIX F**

**Cover Letters and Questionnaire: Thai Version**





ที่ ศธ 0530.10/๗๒๕

คณะกรรมการบัญชีและการจัดการ  
มหาวิทยาลัยมหาสารคาม  
อำเภอกันทรวิชัย จังหวัดมหาสารคาม  
44150

10 มิถุนายน 2559

เรื่อง ขอบความอนุเคราะห์กรอกแบบสอบถาม

เรียน กรรมการผู้จัดการ/หุ้นส่วนผู้จัดการ

ด้วย นางสาวธารีรัตน์ ชูลีลิ่ง นิสิตระดับปริญญาเอก คณะกรรมการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม กำลังศึกษาวิทยานิพนธ์ เรื่อง “ความสามารถในการจัดการทุนมนุษย์และความสามารถในการทำกำไรขององค์กร : หลักฐานเชิงประจักษ์จากธุรกิจโรงแรมในประเทศไทย” ซึ่งเป็นส่วนหนึ่งของการทำวิทยานิพนธ์หลักสูตรปรัชญาดุษฎีบัณฑิต (ปร.ด.) และการศึกษาในครั้งนี้ได้เน้นให้นิสิตศึกษาข้อมูลด้วยตนเอง ดังนั้น เพื่อให้การจัดทำวิทยานิพนธ์เป็นไปด้วยความเรียบร้อยและบรรลุวัตถุประสงค์ คณะกรรมการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม จึงใคร่ขออนุญาตให้ นางสาวธารีรัตน์ ชูลีลิ่ง ศึกษาและเก็บรวบรวมในรายละเอียดตามแบบสอบถามที่แนบมาพร้อมนี้

คณะกรรมการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม หวังเป็นอย่างยิ่งว่าจะได้รับความอนุเคราะห์จากท่านในการให้ข้อมูลในครั้งนี้ และขอขอบคุณมา ณ โอกาสนี้

ขอแสดงความนับถือ

(รองศาสตราจารย์ ดร.ปพนธ์ขันธ์ อดุทธะวณิชกิจ)

คณบดีคณะกรรมการบัญชีและการจัดการ

มหาวิทยาลัยมหาสารคาม

สำนักบริหารหลักสูตรระดับบัณฑิตศึกษาและวิจัย  
คณะกรรมการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม  
โทรศัพท์ (043) 754333 ต่อ 3408



**แบบสอบถามเพื่อการวิจัย**  
**เรื่อง ความสามารถในการจัดการทุนมนุษย์และความสามารถในการทำกำไรขององค์กร : หลักฐานเชิงประจักษ์**  
**จากธุรกิจโรงแรมในประเทศไทย**

**คำชี้แจง**

โครงการวิจัยนี้มีวัตถุประสงค์เพื่อศึกษาวิจัยเรื่อง “ความสามารถในการจัดการทุนมนุษย์และความสามารถในการทำกำไรของบริษัท : หลักฐานเชิงประจักษ์จากธุรกิจโรงแรมในประเทศไทย” เพื่อใช้เป็นข้อมูลในการจัดทำวิทยานิพนธ์ระดับปริญญาเอกของผู้วิจัยในหลักสูตรปรัชญาดุษฎีบัณฑิต สาขาวิชาการจัดการ คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม 44000 หมายเลขโทรศัพท์ 043-754333

ข้าพเจ้าใคร่ขอความอนุเคราะห์จากท่านในการตอบแบบสอบถามชุดนี้ โดยรายละเอียดของแบบสอบถามประกอบด้วยส่วนของคำถาม 7 ตอน ดังนี้

- ตอนที่ 1 ข้อมูลทั่วไปเกี่ยวกับผู้บริหารธุรกิจโรงแรมในประเทศไทย
- ตอนที่ 2 ข้อมูลทั่วไปของธุรกิจโรงแรมในประเทศไทย
- ตอนที่ 3 ความคิดเห็นเกี่ยวกับความสามารถในการจัดการทุนมนุษย์ของธุรกิจโรงแรมในประเทศไทย
- ตอนที่ 4 ความคิดเห็นเกี่ยวกับผลการดำเนินงานของธุรกิจโรงแรมในประเทศไทย
- ตอนที่ 5 ความคิดเห็นเกี่ยวกับปัจจัยภายในที่ส่งผลต่อการดำเนินงานของธุรกิจโรงแรมในประเทศไทย
- ตอนที่ 6 ความคิดเห็นเกี่ยวกับปัจจัยภายนอกที่ส่งผลต่อการดำเนินงานของธุรกิจโรงแรมในประเทศไทย
- ตอนที่ 7 ข้อคิดเห็น ปัญหา และข้อเสนอแนะเกี่ยวกับการบริหารธุรกิจโรงแรม

คำตอบของท่านจะถูกเก็บรักษาเป็นความลับ และจะไม่มีการใช้ข้อมูลใด ๆ ที่เปิดเผยเกี่ยวกับตัวท่านในการรายงานข้อมูล รวมทั้งจะไม่มีการร่วมใช้ข้อมูลดังกล่าวกับบุคคลภายนอกอื่นใดโดยไม่ได้รับอนุญาตจากท่าน

ท่านต้องการรายงานสรุปผลการวิจัยหรือไม่

ต้องการ E - mail \_\_\_\_\_  ไม่ต้องการ

หากท่านต้องการรายงานสรุปผลการวิจัย โปรดระบุ E-mail Address ของท่าน หรือแนบนามบัตรของท่าน มากับแบบสอบถามชุดนี้

ผู้วิจัยขอขอบพระคุณที่ท่านได้กรุณาเสียสละเวลาในการตอบแบบสอบถามชุดนี้อย่างถูกต้องครบถ้วน และหวังเป็นอย่างยิ่งว่าข้อมูลที่ได้รับจากท่านจะเป็นประโยชน์อย่างยิ่งต่อการวิจัยในครั้งนี้ และขอขอบพระคุณอย่างสูงมา ณ โอกาสนี้ หากท่านมีข้อสงสัยประการใดเกี่ยวกับแบบสอบถาม โปรดติดต่อผู้วิจัย นางสาวธารีรัตน์ ชูลีลัง โทรศัพท์เคลื่อนที่ 0-956596446 หรือ E - mail : [kuleelang@gmail.com](mailto:kuleelang@gmail.com)

(นางสาวธารีรัตน์ ชูลีลัง)

นิสิตระดับปริญญาเอก สาขาการจัดการ  
 คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม



ตอนที่ 1 ข้อมูลทั่วไปของผู้บริหารธุรกิจโรงแรมในประเทศไทย

1. เพศ

- ชาย  หญิง

2. อายุ

- น้อยกว่า 30 ปี  30 – 40 ปี  
 41-50 ปี  มากกว่า 50 ปี

3. สถานภาพ

- โสด  สมรส  
 หม้าย/หย่าร้าง

4. ระดับการศึกษา

- ปริญญาตรีหรือต่ำกว่า  สูงกว่าปริญญาตรี

5. ประสบการณ์การทำงานในบริษัท

- น้อยกว่า 5 ปี  5- 10 ปี  
 11 – 15 ปี  มากกว่า 15 ปี

6. รายได้เฉลี่ยต่อเดือน

- ต่ำกว่า 50,000 บาท  50,000 – 70,000 บาท  
 70,001-90,000 บาท  มากกว่า 90,000 บาท

7. ตำแหน่งงานในปัจจุบัน

- กรรมการผู้จัดการ  หัวหน้าผู้จัดการ  
 อื่น ๆ (โปรดระบุ).....



ตอนที่ 2 ข้อมูลทั่วไปของธุรกิจโรงแรมในประเทศไทย

1. รูปแบบธุรกิจ

- บริษัทจำกัด  ห้างหุ้นส่วน

2. ระดับมาตรฐานของโรงแรม

- ระดับ 4 ดาว  ระดับ 5 ดาว

3. ที่ตั้งธุรกิจ

- กรุงเทพมหานคร  ภาคเหนือ  
 ภาคกลาง  ภาคตะวันออก  
 ภาคตะวันออกเฉียงเหนือ  ภาคใต้

4. ทุนในการดำเนินงาน

- ต่ำกว่า 50,000,000 บาท  50,000,000 – 100,000,000 บาท  
 100,000,001 – 150,000,000 บาท  มากกว่า 150,000,000 บาท

5. จำนวนพนักงานในปัจจุบัน

- น้อยกว่า 50 คน  50 -100 คน  
 101-150 คน  มากกว่า 150 คน

6. ระยะเวลาในการดำเนินงาน

- น้อยกว่า 5 ปี  5 - 10 ปี  
 11 - 15 ปี  มากกว่า 15 ปี

7. รายได้เฉลี่ยของธุรกิจต่อปี

- ต่ำกว่า 25,000,000 บาท  25,000,001 – 50,000,000 บาท  
 50,000,001 – 75,000,000 บาท  มากกว่า 75,000,000 บาท

8. ลูกค้าหลักของธุรกิจ

- ลูกค้าชาวไทย  ลูกค้าชาวต่างประเทศ



ตอนที่ 3 ความคิดเห็นเกี่ยวกับความสามารถในการจัดการทุนมนุษย์ของธุรกิจโรงแรมในประเทศไทย

ความสามารถในการจัดการทุนมนุษย์ (Human Capital Management Capability)	ระดับความคิดเห็น				
	มากที่สุด 5	มาก 4	ปานกลาง 3	น้อย 2	น้อยที่สุด 1
<b>การมุ่งเน้นจิตวิญญาณในการทำงานเป็นทีม (Team Spirit Orientation)</b> 1. กิจกรรมเชื่อมั่นว่าการกำหนดเป้าหมายร่วมกันในการทำงานของบุคลากร จะช่วยให้การดำเนินงานมีประสิทธิภาพมากยิ่งขึ้น					
2. กิจกรรมส่งเสริมให้มีกิจกรรมในการทำงานร่วมกันอย่างต่อเนื่อง ซึ่งช่วยให้พนักงานเกิดสัมพันธภาพที่ดีในการทำงานได้ดียิ่งขึ้น					
3. กิจกรรมสนับสนุนให้บุคลากรมีการทำงานร่วมกันอย่างสม่ำเสมอ ซึ่งจะช่วยให้การบริหารงานประสบผลสำเร็จตามเป้าหมายมากยิ่งขึ้น					
4. กิจกรรมมุ่งเน้นให้มีการสร้างบรรยากาศและสภาพแวดล้อมที่เหมาะสมต่อการทำงานร่วมกัน ซึ่งจะช่วยให้การดำเนินงานประสบผลสำเร็จดียิ่งขึ้น					
<b>การให้ความสำคัญกับเจตนาในการฝึกอบรม (Training Intention focus)</b> 5. กิจกรรมเชื่อมั่นว่าการส่งเสริมให้บุคลากรได้รับความรู้ และทักษะใหม่ๆ ในการทำงาน จะช่วยให้เกิดประสิทธิภาพในการดำเนินงานมากยิ่งขึ้น					
6. กิจกรรมมุ่งเน้นให้บุคลากรเข้าร่วมการฝึกอบรมอย่างต่อเนื่อง ซึ่งจะช่วย บรรลุเป้าหมายในการดำเนินงานได้อย่างมีประสิทธิภาพ					
7. กิจกรรมสนับสนุนให้บุคลากรได้รับการพัฒนาตนเอง โดยการเพิ่มความรู้ ความสามารถอย่างสม่ำเสมอ ซึ่งจะช่วยให้อาสาสมัครบริหารงานได้มีประสิทธิภาพมากยิ่งขึ้น					
8. กิจกรรมให้ความสำคัญกับการจัดสรรงบประมาณในการฝึกอบรมอย่างเพียงพอ ซึ่งจะช่วยให้มีการดำเนินงานบรรลุผลสำเร็จ					
<b>การให้ความสำคัญกับการแบ่งปันข้อมูล (Information Sharing Emphasis)</b> 9. กิจกรรมเชื่อมั่นว่าการแลกเปลี่ยนและการถ่ายทอดข้อมูล ความรู้ ข่าวสาร และเทคโนโลยีระหว่างกัน จะช่วยให้การปฏิบัติงานมีประสิทธิภาพมากยิ่งขึ้น					



## ตอนที่ 3 (ต่อ)

ความสามารถในการจัดการทุนมนุษย์ (Human Capital Management Capability)	ระดับความคิดเห็น				
	มากที่สุด 5	มาก 4	ปานกลาง 3	น้อย 2	น้อยที่สุด 1
10. กิจการมุ่งเน้นให้มีการจัดทำฐานข้อมูลและการถ่ายทอดข้อมูลผ่านสื่อเทคโนโลยีสารสนเทศอย่างเป็นระบบ ซึ่งจะช่วยเพิ่มประสิทธิภาพการดำเนินงานได้เป็นอย่างดี					
11. กิจการสนับสนุนให้มีการเก็บรักษาข้อมูลที่เป็นประโยชน์ต่อองค์กรอย่างเป็นรูปธรรม ซึ่งส่งผลให้เกิดการพัฒนาความสามารถในการดำเนินงานอย่างเห็นได้ชัด					
12. กิจการผลักดันให้มีการติดต่อสื่อสารและถ่ายทอดข้อมูลสารสนเทศให้แก่บุคลากรภายในองค์กรอย่างต่อเนื่อง ซึ่งจะช่วยให้การดำเนินงานมีประสิทธิภาพมากยิ่งขึ้น					
<b>การดำเนินงานตระหนักถึงความเท่าเทียมกัน (Equality Awareness Implementation)</b>					
13. กิจการเชื่อมั่นว่าการให้ความสำคัญกับบุคลากรภายในองค์กรโดยไม่แตกต่างกัน จะทำให้บริหารงานบรรลุเป้าหมายได้เป็นอย่างดี					
14. กิจการตระหนักถึงการให้สิทธิประโยชน์ ตามความต้องการของบุคลากรอย่างเสมอภาคกัน ซึ่งจะช่วยให้การบริหารงานประสบผลสำเร็จ					
15. กิจการให้ความสำคัญกับการจัดสวัสดิการตามความต้องการของบุคลากรอย่างเท่าเทียมกัน ซึ่งจะช่วยให้การดำเนินงานมีประสิทธิภาพมากยิ่งขึ้น					
16. กิจการมุ่งเน้นให้บุคลากรปฏิบัติงานภายใต้กฎระเบียบเดียวกันอยู่เสมอ ซึ่งจะช่วยให้การบริหารงานขององค์กรบรรลุเป้าหมายได้เป็นอย่างดี					
<b>ศักยภาพในการคิดสร้างสรรค์ของคนเก่ง (Talent Creativity Capability)</b>					
17. กิจการเชื่อมั่นว่าคนเก่งที่มีความสามารถพิเศษ จะช่วยให้การบริหารงานบรรลุผลสำเร็จได้ดียิ่งขึ้น					
18. กิจการสนับสนุนให้บุคลากรที่มีความสามารถนำเสนอความคิดสร้างสรรค์ในการพัฒนาอย่างต่อเนื่อง ซึ่งจะช่วยให้สามารถดำเนินงานได้มีประสิทธิภาพมากยิ่งขึ้น					



## ตอนที่ 3 (ต่อ)

ความสามารถในการจัดการทุนมนุษย์ (Human Capital Management Capability)	ระดับความคิดเห็น				
	มากที่สุด 5	มาก 4	ปานกลาง 3	น้อย 2	น้อยที่สุด 1
19. กิจการส่งเสริมให้บุคลากรมีการประยุกต์ใช้วิธีการปฏิบัติงานใหม่ๆ เทคนิคใหม่ๆ ในการปฏิบัติงานอยู่เสมอ ซึ่งจะช่วยให้การดำเนินงานมีประสิทธิภาพมากยิ่งขึ้น					
20. กิจการให้ความสำคัญกับบุคลากรมีกระบวนการคิดที่หลากหลายและแปลกใหม่ ซึ่งจะช่วยให้การดำเนินงานมีประสิทธิภาพมากยิ่งขึ้น					

## ตอนที่ 4 ความคิดเห็นเกี่ยวกับผลการดำเนินงานของธุรกิจโรงแรมในประเทศไทย

ผลการดำเนินงาน	ระดับความคิดเห็น				
	มากที่สุด 5	มาก 4	ปานกลาง 3	น้อย 2	น้อยที่สุด 1
<b>พฤติกรรมความเป็นสมาชิกที่ดีขององค์กร (Organizational Citizenship Behavior)</b>					
1. บุคลากรมีเจตนาพร้อมให้ความช่วยเหลืออย่างเต็มใจทุกครั้งที่เห็นว่างค์กรหรือเพื่อนร่วมงานต้องการความช่วยเหลือต่างๆ					
2. บุคลากรมุ่งมั่นที่จะทำกิจกรรมงานที่อยู่ในความรับผิดชอบอย่างเต็มที่ เพื่อให้บรรลุผลสำเร็จขององค์กร					
3. บุคลากรมีความอดทนอดกลั้นต่อเหตุการณ์ที่เกิดขึ้นในองค์กร					
4. บุคลากรมีความอ่อนน้อมถ่อมตน และมีความสุภาพต่อผู้บริหาร หัวหน้างาน เพื่อนร่วมงาน และในการให้บริการต่อลูกค้า					
5. บุคลากรให้ความร่วมมือในการเข้าประชุม หรือเข้าร่วมกิจกรรมต่างๆ ที่องค์กรจัดตั้งขึ้นด้วยความเต็มใจและเข้าร่วมอย่างสม่ำเสมอ					
6. บุคลากรมีทัศนคติที่ดีต่องานที่ได้รับมอบหมายและเต็มใจที่จะปฏิบัติงานอย่างเต็มความสามารถ					
7. บุคลากรมีการพัฒนาตนเองในการปฏิบัติงานอย่างต่อเนื่อง โดยคำนึงถึงการบรรลุเป้าหมายและวัตถุประสงค์ขององค์กร					



## ตอนที่ 4 (ต่อ)

ผลการดำเนินงาน	ระดับความคิดเห็น				
	มากที่สุด 5	มาก 4	ปานกลาง 3	น้อย 2	น้อยที่สุด 1
<b>ความคิดริเริ่มสร้างสรรค์ของพนักงาน (Employee Creativity)</b>					
8. บุคลากรมีความคิดค้นและสร้างสรรค์กระบวนการทำงานใหม่ๆ อยู่เสมอ					
9. บุคลากรมีการนำเสนอแนวคิดและวิธีการปฏิบัติงานที่แตกต่างจากการดำเนินงานในอดีต					
10. บุคลากรมีการแก้ปัญหาด้วยวิธีที่สร้างสรรค์ และเป็นประโยชน์ต่อองค์กรทั้งในปัจจุบันและอนาคต					
11. บุคลากรมีการสร้างและพัฒนาระบบ และวิธีการใหม่ๆ ในการปฏิบัติงานอยู่เสมอ					
<b>ความผูกพันของพนักงาน (Employee Commitment)</b>					
12. บุคลากรมีความพึงพอใจต่อนโยบายต่างๆ ขององค์กร และมีความพยายามมุ่งมั่นในการปฏิบัติงานอย่างเต็มกำลังความสามารถ					
13. บุคลากรมีความภาคภูมิใจในการเป็นสมาชิกภาพขององค์กร และต้องการที่จะอยู่กับองค์กรในระยะยาว					
14. บุคลากรมีความรู้สึกที่ตนเองเป็นส่วนหนึ่งขององค์กรและต้องการให้องค์กรประสบความสำเร็จ เต็มโต และเจริญรุ่งเรืองตลอดไป					
15. บุคลากรมีส่วนร่วมในการทำให้องค์กรประสบความสำเร็จตามเป้าหมายที่ตั้งไว้					
<b>การบรรลุเป้าหมายเป็นอย่างดี (Best Goal Achievement)</b>					
16. กิจกรรมีผลการดำเนินงานที่บรรลุผลสำเร็จอย่างดีเยี่ยมเป็นไปตามเป้าหมายที่กำหนดไว้					
17. กิจกรรมีอัตราการเจริญเติบโตและส่วนแบ่งทางการตลาดที่มีแนวโน้มเพิ่มขึ้นอย่างต่อเนื่อง					
18. กิจกรรมีได้รับการยอมรับจากลูกค้าและผู้มีส่วนเกี่ยวข้องถึงความสามารถในการดำเนินงานที่มีประสิทธิภาพและบรรลุผลสำเร็จตามเป้าหมายที่วางไว้					
19. กิจกรรมีได้รับการยอมรับถึงความมีชื่อเสียงและความน่าเชื่อถือจากหน่วยงานภายนอกอย่างต่อเนื่อง ว่าองค์กรสามารถบริหารงานได้อย่างมีคุณภาพ					



## ตอนที่ 4 (ต่อ)

ผลการดำเนินงาน	ระดับความคิดเห็น				
	มากที่สุด 5	มาก 4	ปานกลาง 3	น้อย 2	น้อยที่สุด 1
<b>ความสามารถในการทำกำไรขององค์กร (Firm Profitability)</b>					
20. กิจการมีผลการดำเนินงานที่ดีเป็นไปตามเป้าหมายและสอดคล้องกับวัตถุประสงค์ขององค์กร					
21. กิจการมีความสามารถในการทำกำไรในการบริหารงานได้อย่างมีประสิทธิภาพ					
22. กิจการมียอดขายในการดำเนินงานเพิ่มขึ้นอย่างต่อเนื่องและเป็นไปตามเป้าหมาย					
23. กิจการมีอัตราการเติบโตของผลกำไรที่เพิ่มขึ้นอย่างต่อเนื่องเมื่อเทียบกับอดีตที่ผ่านมา					

## ตอนที่ 5 ความคิดเห็นเกี่ยวกับปัจจัยภายในที่ส่งผลต่อการดำเนินงานของธุรกิจโรงแรมในประเทศไทย

ปัจจัยภายในที่ส่งผลต่อการดำเนินงาน	ระดับความคิดเห็น				
	มากที่สุด 5	มาก 4	ปานกลาง 3	น้อย 2	น้อยที่สุด 1
<b>การมุ่งเน้นภาวะผู้นำการเปลี่ยนแปลง (Transformational Leadership Orientation)</b>					
1. ผู้บริหารของกิจการเชื่อมั่นว่าการมีวิสัยทัศน์ในการบริหารงานที่กว้างไกลเป็นไปตามหลักธรรมาภิบาล สามารถถ่ายทอดไปยังบุคลากรในองค์กรได้ ซึ่งจะส่งผลให้การบริหารงานมีประสิทธิภาพมากยิ่งขึ้น					
2. ผู้บริหารของกิจการสามารถสร้างแรงบันดาลใจในการดำเนินงานให้กับบุคลากร ซึ่งจะทำให้บุคลากรปฏิบัติงานตามภาระหน้าที่ที่ได้รับมอบหมายได้เป็นอย่างดี					
3. ผู้บริหารของกิจการมีการกระตุ้นให้บุคลากรเกิดการเรียนรู้ และทำความเข้าใจในการเปลี่ยนแปลงอยู่เสมอ ซึ่งจะช่วยให้บุคลากรปฏิบัติงานได้อย่างมีประสิทธิภาพ					



## ตอนที่ 5 (ต่อ)

ปัจจัยภายในที่ส่งผลต่อการดำเนินงาน	ระดับความคิดเห็น				
	มากที่สุด 5	มาก 4	ปานกลาง 3	น้อย 2	น้อยที่สุด 1
4. ผู้บริหารของกิจการให้การดูแลเอาใจใส่ เป็นที่ปรึกษาในการปฏิบัติงานต่อบุคลากร ซึ่งจะช่วยให้บุคลากรปฏิบัติงานประสบผลสำเร็จตามเป้าหมายที่กำหนดไว้					
<b>กลยุทธ์เชิงรุกขององค์กร (Organizational Proactiveness Strategy)</b>					
5. กิจการเชื่อมั่นว่าการนำเทคโนโลยีใหม่ๆ มาประยุกต์ใช้ในการดำเนินงาน จะช่วยให้เกิดโอกาสในการดำเนินงานได้เป็นอย่างดี					
6. กิจการส่งเสริมให้มีการวิเคราะห์คู่แข่งชั้นอยู่ตลอดเวลา จะช่วยให้สามารถสร้างข้อได้เปรียบทางการแข่งขันได้อย่างมีประสิทธิภาพ					
7. กิจการตระหนักถึงการค้นหาความต้องการของลูกค้าอยู่เสมอ ซึ่งจะช่วยให้มีประสิทธิภาพในการพัฒนาผลิตภัณฑ์และบริการใหม่ๆ ออกสู่ตลาด					
8. กิจการให้ความสำคัญกับสถานการณ์สถานการณ์ที่เกิดขึ้นในอนาคต ซึ่งจะช่วยให้มีการเตรียมความพร้อมในการดำเนินงานทุกสถานการณ์ได้เป็นอย่างดี					
<b>ความสามารถในการปฏิบัติงานด้านทรัพยากรมนุษย์ (Human Resource Practice Competency)</b>					
9. กิจการเชื่อมั่นว่าการบริหารจัดการบุคลากรอย่างเป็นระบบและเป็นรูปธรรม จะช่วยให้การดำเนินงานมีประสิทธิภาพมากยิ่งขึ้น					
10. กิจการมุ่งเน้นให้มีการเตรียมบุคลากรให้มีความพร้อมในการปฏิบัติงานได้เป็นอย่างดี ซึ่งจะช่วยให้การดำเนินงานมีประสิทธิภาพมากยิ่งขึ้น					
11. กิจการส่งเสริมให้มีการพัฒนาขีดความสามารถของบุคลากรให้มีความรู้ทักษะ และความสามารถที่เหมาะสมตามลักษณะงานที่ส่งผลต่อความสำเร็จขององค์กร จะช่วยให้การดำเนินงานบรรลุผลสำเร็จได้เป็นอย่างดี					
12. กิจการมุ่งมั่นในการติดตามความก้าวหน้าของการพัฒนาบุคลากรอย่างต่อเนื่อง ซึ่งจะช่วยให้การดำเนินงานมีประสิทธิภาพมากยิ่งขึ้น					



## ตอนที่ 5 (ต่อ)

ปัจจัยภายในที่ส่งผลต่อการดำเนินงาน	ระดับความคิดเห็น				
	มากที่สุด 5	มาก 4	ปานกลาง 3	น้อย 2	น้อยที่สุด 1
<b>วัฒนธรรมการอยู่รอด (Survival Culture)</b>					
13. กิจการเชื่อมั่นว่าการต่อสู้แข่งขันในการดำเนินธุรกิจ เป็นปัจจัยในการดำเนินงานที่ไม่สามารถหลีกเลี่ยงได้ ซึ่งจะผลักดันให้บุคลากรต้องมีการเตรียมความพร้อมอยู่เสมอ					
14. กิจการให้ความสำคัญกับการกำหนดเป้าหมายในการดำเนินงานอย่างชัดเจน ซึ่งจะช่วยให้การดำเนินงานมีประสิทธิภาพมากยิ่งขึ้น					
15. กิจการส่งเสริมให้มีการสร้างจุดแข็งให้กับการดำเนินงานอยู่เสมอ ซึ่งจะช่วยให้สร้างความได้เปรียบในการแข่งขันอย่างต่อเนื่อง					
16. กิจการสนับสนุนให้มีการสร้างสรรค์ความเชื่อถือในการดำเนินงานต่อผู้มีส่วนเกี่ยวข้องอย่างต่อเนื่อง ซึ่งจะช่วยให้การบริหารงานประสบความสำเร็จได้เป็นอย่างดีทั้งในปัจจุบันและในอนาคต					

## ตอนที่ 6 ความคิดเห็นเกี่ยวกับปัจจัยภายนอกที่ส่งผลต่อการดำเนินงานของธุรกิจโรงแรมในประเทศไทย

ปัจจัยภายนอกที่ส่งผลต่อการดำเนินงาน	ระดับความคิดเห็น				
	มากที่สุด 5	มาก 4	ปานกลาง 3	น้อย 2	น้อยที่สุด 1
<b>ความไม่แน่นอนของสิ่งแวดล้อมเชิงพลวัต (Dynamic Environment Uncertainty)</b>					
1. เทคโนโลยีมีความหลากหลาย ทำให้กิจการต่างๆ ต้องมุ่งเน้นในการศึกษาและทำความเข้าใจที่เพิ่มขึ้น เพื่อให้เกิดประโยชน์และมีประสิทธิภาพสูงสุด					
2. ลูกค้ามีความต้องการที่หลากหลาย ทำให้กิจการต่างๆ ต้องมุ่งเน้นการพัฒนาผลิตภัณฑ์และบริการอย่างต่อเนื่อง เพื่อตอบสนองต่อความต้องการที่แตกต่างกัน					





**APPENDIX G**

**Cover Letters and Questionnaire: English Version**



**Questionnaire to the Ph. D. Dissertation Research**  
**“Human capital management capability and firm performance: empirical evidence**  
**from hotel businesses in Thailand”**

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**Explanations :**

The objective of this research is to investigate “Human capital management capability and firm performance: empirical evidence from hotel business in Thailand”

The questionnaire is divided into 7 part

**Part 1:** Personal information about chief executive of hotel business in Thailand,

**Part 2:** General information about hotel businesses in Thailand,

**Part 3:** Opinion on operation of hotel businesses in Thailand,

**Part 4:** Opinion on business outcomes of hotel businesses in Thailand,

**Part 5:** Opinion on internal environmental operation of hotel businesses in Thailand,

**Part 6:** Opinion on external environmental operation of hotel businesses in Thailand and

**Part 7:** Recommendations and suggestions in the operation of hotel businesses in Thailand.

Your answer will be kept as confidentiality and your information will not be shared with any outsider party without your permission.

If you want a summary of this research, please indicate your E-mail address or attach your business card with this questionnaire. The summary will be mailed to you as soon as the analysis is completed.

Thank you for your time answering all the questions. I have no doubt that your answer will provide valuable information for academic advancement. If you have any questions with respect to this research, please contact me directly.

Sincerely yours,

(Thareerat Khuleelung)

Ph.D. Student

Maharakham Business School  
 Maharakham University, Thailand

**Contact Info:**

Office No: 043 – 754333 ext. 3431

Fax No: 043 – 754422

Cell phone: 085 - 0111500

E-mail: [kuleelang@gmail.com](mailto:kuleelang@gmail.com)



**Part 1** Personal information about chief executive of hotel business in Thailand

## 1. Gender

 Male Female

## 2. Age

 Less than 30 years old 30 – 40 years old 41-50 years old More than 50 years old

## 3. Marital status

 Single Married Divorced

## 4. Level of education

 Undergraduate or less than Higher than undergraduate

## 5. Working experiences

 Less than 5 years 5- 10 years 11 – 15 years More than 15 years

## 6. Average revenues per month

 Less than 50,000 Baht 50,000 – 70,000 Baht 70,001-90,000 Baht More than 90,000 Baht

## 7. Current position

 Managing director Managing partner Other (Specify).....



**Part 3** Opinion on operation of hotel businesses in Thailand

Human Capital Management Capability	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
<b>Team Spirit Orientation</b>					
1. The Company believes that the targeting of personnel to work together. This will allow for more efficient operations.	5	4	3	2	1
2. Encourage business activity in collaboration continues. This will allow employees to work in a good relationship even better.	5	4	3	2	1
3. Company personnel are encouraged to work together regularly. This will help the administration achieve its goal even more.	5	4	3	2	1
4. Company focused on the creation of an atmosphere and environment for collaboration. This will gives the operation a success even further.	5	4	3	2	1
<b>Training Intention Focus</b>					
5. The Company believes that encouraging people to acquire knowledge. And new skills in the workplace, which allows efficient operation even more.	5	4	3	2	1
6. Companies focus on personnel training continued. This helps achieve operational effectiveness.	5	4	3	2	1
7. Company personnel are encouraged to develop their own. By increasing knowledge and abilities regularly. This will allow for more effective management.	5	4	3	2	1
8. Company to focus on the budget allocation of adequate training. This will allow the operation to be a success.	5	4	3	2	1



**Part 3** (Continued)

<b>Human Capital Management Capability</b>	<b>Levels of Agreement</b>				
	<b>Strongly Agree 5</b>	<b>Agree 4</b>	<b>Neutral 3</b>	<b>Disagree 2</b>	<b>Strongly Disagree 1</b>
<b>Information Sharing Emphasis</b>					
9. The Company believes that the exchange and transfer of data, information, knowledge and technology between them. This enables efficient performance even more.	5	4	3	2	1
10. Company focused on the preparation of the database and to convey information through the media, information technology system. This will increase operational efficiency as well.	5	4	3	2	1
11. Companies are encouraged to keep information that is useful to a concrete organization. This resulted in the development of the ability to operate visibly.	5	4	3	2	1
12. Companies push for communicating and conveying information to the staff within the organization continued. This will allow for more efficient operations.	5	4	3	2	1
<b>Equality Awareness Implementation</b>					
13. The Company believes that the key personnel within the organization is no different. This will enable management to achieve that goal as well.	5	4	3	2	1
14. Companies realize the benefits. According to our staff fairly. This will help the administration achieve.	5	4	3	2	1
15. Company to focus on the welfare needs of employees equally. This helps operations more effective.	5	4	3	2	1



**Part 3** (Continued)

<b>Human Capital Management Capability</b>	<b>Levels of Agreement</b>				
	<b>Strongly Agree 5</b>	<b>Agree 4</b>	<b>Neutral 3</b>	<b>Disagree 2</b>	<b>Strongly Disagree 1</b>
16. Company aims to personnel operating under the same rules always. This will allow the management of an organization's goals as well..	5	4	3	2	1
<b>Talent Creativity Capability</b>					
17. The Company believes that it has the personnel and talent. This will help the administration achieve better.	5	4	3	2	1
18. Company personnel are encouraged to present innovative ideas for continuous improvement. This enables improved operational efficiency even more.	5	4	3	2	1
19. Company personnel are encouraged to apply best practices, new techniques, new operational date. This will allow for more efficient operations.	5	4	3	2	1
20. Company personnel to focus on a diverse and unique thought process. This will allow for more efficient operations.	5	4	3	2	1

**Part 4** Opinion on business outcomes of hotel businesses in Thailand.

<b>Performance</b>	<b>Levels of Agreement</b>				
	<b>Strongly Agree 5</b>	<b>Agree 4</b>	<b>Neutral 3</b>	<b>Disagree 2</b>	<b>Strongly Disagree 1</b>
<b>Organizational Citizenship Behavior</b>					
1. Personnel is committed to assist willingly every time that the organization or colleagues need help in.	5	4	3	2	1
2. Personnel strive to do the job at full responsibility for achieving organizational success.	5	4	3	2	1



**Part 4** (Continued)

<b>Performance</b>	<b>Levels of Agreement</b>				
	<b>Strongly Agree 5</b>	<b>Agree 4</b>	<b>Neutral 3</b>	<b>Disagree 2</b>	<b>Strongly Disagree 1</b>
<b>Organizational Citizenship Behavior</b>					
3. Personnel have patience, tolerance, towards events in the organization.	5	4	3	2	1
4. People with humility and politeness to management supervisors and colleagues in the service to customers.	5	4	3	2	1
5. Personnel cooperated to attend or participate in activities to the organization was established with the willingness and attend regularly.	5	4	3	2	1
6. Staff has a positive attitude towards work assignments and is willing to work at full capacity.	5	4	3	2	1
7. Staff has developed their own operational continuously with regard to the goals and objectives of the organization.	5	4	3	2	1
<b>Valuable Organization Development</b>					
8. People are inventive and creative processes are always new.	5	4	3	2	1
9. Staff presented the concepts and practices that are different from the past.	5	4	3	2	1
10. Personnel with creative ways to solve problems and benefit the organization now and in the future.	5	4	3	2	1
11. Staff development and creating new ways in operation always	5	4	3	2	1
<b>Employee Commitment</b>					
12. People are satisfied with the policies of the organization and is committed to operating at full capacity.	5	4	3	2	1



**Part 4** (Continued)

Performance	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
<b>Employee Commitment</b>					
13. Staff takes pride in being a member of the organization and would like to stay with the organization in the long run.	5	4	3	2	1
14. Staff feels that they are part of the organization and the organization needs to succeed, grow and prosper forever.	5	4	3	2	1
15. Staff involved in the organization achieves the goals set.	5	4	3	2	1
<b>Best Goal Achievement</b>					
16. The Company's results of operations as well as to achieve the goals set.	5	4	3	2	1
17. The Company's growth and market share has increased steadily.	5	4	3	2	1
18. Business has been recognized by clients and stakeholders the ability to operate effectively and achieve the goals.	5	4	3	2	1
19. The Company has accepted the fame and credibility from external agencies continues. That organization cannot manage quality.	5	4	3	2	1
<b>Firm Profitability</b>					
20. The Company's results of operations as well as the goals and objectives of the organization.	5	4	3	2	1
21. The Company's ability to profit in the administration effectively.	5	4	3	2	1



**Part 4** (Continued)

Performance	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
<b>Firm Profitability</b>					
22. The Company has sales operations increased steadily and is on target.	5	4	3	2	1
23. The growth rate of the business profits are increasing steadily compared to the past.	5	4	3	2	1

**Part 5** Opinion on internal environmental operation of hotel businesses in Thailand.

Factors affecting operations.	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
<b>Transformational Leadership Orientation</b>					
1. The Company's management believes that the vision of an administration that is far down the principles of governance Works can be transmitted to people in the organization. This will result in more effective administration.	5	4	3	2	1
2. The management can inspire in operation for staff. The staff will perform the duties assigned did well.	5	4	3	2	1
3. The management has urged people to learn and understand the changing. This helps employees work more efficiently.	5	4	3	2	1
4. The management of the care of a consultant in operational personnel. This helps operations personnel achieve defined goals.	5	4	3	2	1
<b>Organizational Proactiveness Strategy</b>					
5. The Company believes that the adoption of new technologies applied in the operation. Gives an opportunity to operate as well.	5	4	3	2	1



**Part 5 (Continued)**

Operational Environment	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
<b>Organizational Proactiveness Strategy</b>					
6. Companies are encouraged to analyze a competitor at all times. Helps to create a competitive advantage effectively.	5	4	3	2	1
7. Find businesses aware of the needs of customers. This helps to develop effective new products and services to the market.	5	4	3	2	1
8. Company to focus on predictions that the situation in the future. This will help with the preparation of the operating situations as well.	5	4	3	2	1
<b>Human Resource Practice Competency</b>					
9. The Company believes that the management personnel in a systematic and concrete. It allows for more efficient operation.	5	4	3	2	1
10. Companies focus on preparing people to be ready to perform very well. This will allow for more efficient operations.	5	4	3	2	1
11. Companies are encouraged to develop the capacity of personnel to have the knowledge, skills and abilities that fit the style of work that impact the success of an organization. It allows the operation to be a success as well.	5	4	3	2	1
12. Company intends to monitor the progress of ongoing development. This will allow for more efficient operations.	5	4	3	2	1



**Part 5 (Continued)**

Operational Environment	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
<b>Continuous Human Resource Development</b>					
13. The Company believes that the fight is a factor in the competitiveness of the business operations that cannot be avoided. This will push people need to be prepared always.	5	4	3	2	1
14. Company to focus on the target operating clearly. This will allow for more efficient operations.	5	4	3	2	1
15. Encourage the parties to build on the strengths of the implementation date. This helps create an advantage in the competition continued.	5	4	3	2	1
16. Business supports the creation of trust in the people involved continuously. This enables management success both now and in the future.	5	4	3	2	1

**Part 6** Opinion on external environmental operation of hotel businesses in Thailand and.

Operational Environment	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
<b>Dynamic Environment Uncertainty</b>					
1. Technology has made many businesses need to focus on education and understanding increased. To be useful and effective.	5	4	3	2	1
2. Customers have diverse requirements, enabling enterprises to focus on developing products and services continuously. To meet the needs of different.	5	4	3	2	1





**APPENDIX H**  
**Letters to Experts**





## บันทึกข้อความ

หน่วยงาน คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม โทรศัพท์ 043-754333 ต่อ 3431  
ที่ ศธ.0530.10/ วันที่ 5 มิถุนายน 2559

เรื่อง ขอเรียนเชิญเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัย

เรียน รองศาสตราจารย์ ดร.ปพฤกษ์บาร์มี อุดสาหกรรมิชกิจ

ด้วย นางสาวธารรัตน์ ชูสีลัง นิสิตระดับปริญญาเอก หลักสูตรปรัชญาดุษฎีบัณฑิต สาขาวิชาการจัดการ (ปร.ด.) คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม กำลังศึกษาวิทยานิพนธ์เรื่อง “ความสามารถในการจัดการทุนมนุษย์และความสามารถในการทำกำไรขององค์กร : หลักฐานเชิงประจักษ์จากธุรกิจโรงแรมในประเทศไทย” ซึ่งเป็นส่วนหนึ่งของการศึกษาตามหลักสูตรปรัชญาดุษฎีบัณฑิต ดังนั้นเพื่อให้การดำเนินการเป็นไปด้วยความเรียบร้อยและบรรลุตามวัตถุประสงค์ คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม จึงใคร่ขอความอนุเคราะห์จากท่านเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัยและข้อเสนอแนะเพื่อนำข้อมูลที่ได้ไปดำเนินการทำวิทยานิพนธ์ต่อไปตามเอกสารแนบท้าย

จึงเรียนมาเพื่อโปรดพิจารณา

(รองศาสตราจารย์ ดร.การุณย์ ประทุม)

รองคณบดีฝ่ายบัณฑิตศึกษาและวิจัย

(รองศาสตราจารย์ ดร.ปพฤกษ์บาร์มี อุดสาหกรรมิชกิจ)

คณบดีคณะการบัญชีและการจัดการ

มหาวิทยาลัยมหาสารคาม





## บันทึกข้อความ

หน่วยงาน คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม โทรศัพท์ 043-754333 ต่อ 3431

ที่ ศธ.0530.10/

วันที่ 5 มิถุนายน 2559

เรื่อง ขอเรียนเชิญเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัย

เรียน อาจารย์ ดร.ศรัญญา รักษ์สงฆ์

ด้วย นางสาวธรรีรัตน์ ชูลีสิงห์ นิสิตระดับปริญญาเอก หลักสูตรปรัชญาดุษฎีบัณฑิต สาขาวิชาการจัดการ (ปร.ด.) คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม กำลังศึกษาวิทยานิพนธ์เรื่อง “ความสามารถในการจัดการทุนมนุษย์และความสามารถในการทำกำไรขององค์กร : หลักฐานเชิงประจักษ์จากธุรกิจโรงแรมในประเทศไทย” ซึ่งเป็นส่วนหนึ่งของการศึกษาตามหลักสูตรปรัชญาดุษฎีบัณฑิต ดังนั้นเพื่อให้การดำเนินการเป็นไปด้วยความเรียบร้อยและบรรลุตามวัตถุประสงค์ คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม จึงใคร่ขอความอนุเคราะห์จากท่านเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัยและข้อเสนอแนะเพื่อนำข้อมูลที่ได้ไปดำเนินการทำวิทยานิพนธ์ต่อไปตามเอกสารแนบท้าย

จึงเรียนมาเพื่อโปรดพิจารณา

(รองศาสตราจารย์ ดร.พฤกษ์บาร์มี อุตสาหะวณิชกิจ)

คณบดีคณะการบัญชีและการจัดการ



## **VITA**



## VITA

**NAME** Mrs Thareerat Kulilung  
**DATE OF BIRTH** February 6, 1973  
**PLACE OF BIRTH** Nakorn Ratchasima, Thailand  
**ADDRESS** 3 Soi 23/4 Rimklongsomtavil Road, Meuang District,  
Mahasarakham, Thailand 44000  
**POSITION** Lecturer  
**PLACE OF WORK** Faculty of Management Sciences  
Rajabhat Mahasarakham University  
Thailand

### EDUCATION

1996 Bachelor's Degree in Arts (General Management),  
Rajabhat Institute Mahasarakham, Mahasarakham Thailand  
2006 Master's Degree in Business Administration (Marketing),  
Khon Kaen University, Maha Sarakham, Thailand  
2017 Doctor of Philosophy in Management (Ph.D.),  
Mahasarakham University, Maha Sarakham, Thailand

### RESEARCH

Kuleelung, T., & Ussahawanitchakit, P. (2015). Organizational agility and firm performance: evidence from information and communication technology (ICT) businesses in Thailand. *The Business & Management Review*, 7(1), 206.

