

FACTORS AFFECTING HUMAN CAPITAL MANAGEMENT CAPABILITY:
AN EMPIRICAL INVESTIGATION FROM HOTEL BUSINESSES IN THAILAND
ปัจจัยที่มีอิทธิพลต่อความสามารถในการจัดการทุนนุชช์: การสำรวจเชิงประจักษ์
จากธุรกิจโรงแรมในประเทศไทย

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ABSTRACT

The objective of this research was to investigate the effect of transformational leadership orientation, organizational proactiveness strategy, human resource practice competency, and dynamic environmental uncertainty on human capital management capability. the data were collected from 344 respondents including managing directors or managing partners of the hotel business in Thailand. the questionnaire was used as a research tool for collecting data. the statistics used in analyzing data were multiple correlation analysis and the ordinary least squares (ols) regression analysis. the findings indicate that human resource practice competency, transformational leadership orientation, dynamic environmental uncertainty, and organizational proactiveness strategy had a significant and positive influence on human capital management capability respectively. the suggestion for future research the comparative study on findings of this study should be conducted for the generalizability.

Keywords: human capital, management capability, hotel businesses

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ບທຄັດຢ່ອ

ປັຈຍ໌ທີ່ມີອີທີພລຕ່ອຄວາມສາມາດຄໃນກາຈັດກາທຸນມຸນຸ່ຍ໌: ກາສໍາວົງເຊີງປະຈັກໜ້າກ ຜູກົງໂຮງແຮມໃນປະເທດໄທ ມີວັດທຸນປະສົງຄໍຂອງກາງວິຈີຍເພື່ອສຶກຫາຄວາມສັມພັນອົງຮ່ວ່າງກາມມຸ່ງເນັ້ນ ກາວະຜູ້ນໍາກາຮປັບປຸງແປລ່ງ ກລຸຫຼົງເຊີງຮູກຂອງອົງຄົກ ຄວາມສາມາດຄປະລິບຕິກາຮທັນທັນທັກພາກ ມຸນຸ່ຍ໌ແລ້ວຄວາມໄມ່ແນ່ນອັນດັນສິ່ງແວດລ້ອມແບບໄດ້ນາມົກມືພລກະທບຕ່ອຄວາມສາມາດຄໃນກາຈັດກາ ທຸນມຸນຸ່ຍ໌ ກລຸ່ມຕົ້ມຕ້ວອຍ່າງເກີບຮວບຮຸມຈຳນວນ 344 ປຸດ ຈາກກຣມກາຮຜູ້ຈັດກາຫຼືອໜຸ່ນສ່ວນຜູ້ຈັດກາຂອງ ຜູກົງໂຮງແຮມໃນປະເທດໄທ ແບບສອບຄາມຄຸກນຳມາໃຫ້ເປັນເຄື່ອງມືອີນກາງເກີບຮວບຮຸມຂ້ອນມຸລ ສຕິທີ່ ໃຊ້ໃນກາງວິເຄຣະໜ້າຂ້ອນມຸລຄືກາງວິເຄຣະໜ້າຄວາມສັມພັນອົງແລ້ວກາງວິເຄຣະໜ້າກາດຄດຄອຍແບບ (OLS) ພລກາງວິຈີຍແສດງໃຫ້ເຫັນວ່າ ຄວາມສາມາດຄປະລິບຕິກາຮທັນທັກພາກມຸນຸ່ຍ໌ ກາມມຸ່ງເນັ້ນກາວະຜູ້ນໍາ ກາຮປັບປຸງແປລ່ງ ຄວາມໄມ່ແນ່ນອັນດັນສິ່ງແວດລ້ອມແບບໄດ້ນາມົກ ແລ້ວກລຸຫຼົງເຊີງຮູກຂອງອົງຄົກ ມີ ອີທີພລໃນເຊີງບວກຍ່າງມີນິຍສຳຄັງເກີຍກັບຄວາມສາມາດຄໃນກາຈັດກາທຸນມຸນຸ່ຍ໌ ຂ້ອເສັນອແນະ ສໍາຮັບກາງວິຈີຍໃນອານັດຕອາຈະມີກາຮສຶກຫາເພື່ອເປັນກາງເປົ້າຍບເທິຍບພລກາງວິຈີຍເພີ່ມເຕີມ

ຄຳສຳຄັງ: ຄວາມສາມາດຄໃນກາຈັດກາ, ທຸນມຸນຸ່ຍ໌, ຜູກົງໂຮງແຮມ

1. INTRODUCTION

Currently, all Businesses Have Seriously Faced a High Competition. This Stimulated Many Organizations to Find Ways to Get Competitive Advantage Create Its Own Strengths and Eliminate Weaknesses to Cope with Environmental Change and to Prevent The Dangers Associated With all That May Affect Implementation (Burke, 2005). The Key Factor Affecting The Operation of The Organization is Human Resource, Because They are Counted as The Heart of The Organization Which is The Valuable “Capital” for Development. The Human Capital Management is an Important Factor in The Administration. According to Brooking, (1996), Human Capital Management is an Ability to Solve Problems and Build Leadership Which are Embedded in The Employees. The Organization Has Employees Who Have Knowledge and Capabilities to Promote Organization Development. Human Capital Management is, Consequently, Important for Organizations for Preparing to Cope with The Business Environment Change (Andre & Lantu, 2015).

Human Capital Management Capability Has Effected on Environmental Factors, Both Internal and External. Previous Research Showed That Internal Factors are Transformational Leadership Orientation, Organizational Proactiveness Strategy, and Human Resource Practice Competency. The Other Hand, The Important External Factor is Dynamic Environmental Uncertainty. According to Transformational Leadership Orientation of Executives Who Are Responsible for a Supervisor, They Order Their Subordinates to Work and Use The Resources Regarding The Policy of Organization to Achieve The Goals of The Organization as it Was Committed (Avolio Et Al., 2004). Organizational Proactiveness Strategy is Important and Necessary for The Organization Because it Can Help Make Operation to Achieve Goals of Organization. The Organization Strategy is Also The Data Obtained from The Environmental Evaluation and it is Considered as Opportunity as Well for Designating an Organizational Proactive Strategy (Lawrence, 1997). Human Resource Practice Competency is Helpful for Staffs in The Organization to Work Effectively With The Full Knowledge of The Individual as Much As Possible. in The Same Time The Staffs are Able to Increase The Knowledge and Ability Which May Bring The Ultimate Success to The Staffs and The Organization (Srimannarayana, 2013).

Dynamic Environmental Uncertainty Relates to Business Environment That Faced The Unexpected Problems. Businesses are Initiating to Realize That The Uncertainty Can Happen at any Time. so, Organizations Must be Prepared to Cope With The Circumstances That Called Dynamic Environmental Uncertainty (Cunningham & Gadenne, 2003). as Mentioned Earlier, all are Important Factors That Affect to Human Capital Management Capability.

Nowadays, Hotel Business is Very Important to The National Economy. The Hotel Business is The Business Strength Point of Tourism Industry of Thailand (Jirawuttinunt and Ussahawanichakit, 2011) Human Capital Management Capability is Vital to The Success of a Business Hotel, Because Hotel Business Need Management System in Connecting With The Management of Employee Quality. Employees Have to Perform Their Facilities and Satisfaction in Service to Customers in Achieving Operational Goals. as Mentioned Above, The Researchers are Interested in Studying Factors Affecting Human Capital Management Capability: an Empirical Investigation from Hotel Businesses in Thailand by Collecting Data from The Managing Director of Hotel Businesses in Thailand. The Purpose of The Research to Investigate The Effect of Transformational Leadership Orientation, Organizational Proactiveness Strategy, Human Resource Practice Competency, and Dynamic Environmental Uncertainty on Human Capital Management Capability. Hence, The Research Questions in This Paper are “How do Transformational Leadership Orientation, Organizational Proactiveness Strategy, Human Resource Practice Competency and Dynamic Environmental Uncertainty Have an Effect on Human Capital Management Capability?” The Significances of Research Could be Used as The Guideline of Organizational Quality Development. The Organizational Administration is Operating Efficiently and Effectively Could Create a Competitive Advantage.

2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

This Research is an Interesting Phenomenon Related to Factors That Associated with The Human Capital Management Capability. It is Based on The Concept Shown In Figure 1 Below.

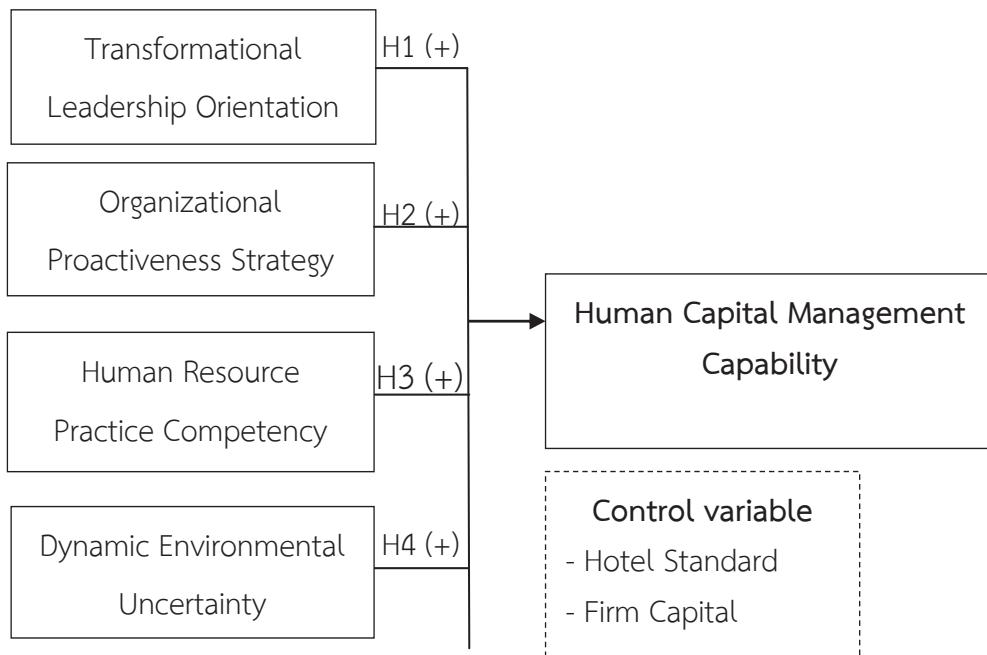


Figure 1: Conceptual Model of Factors Affecting Human Capital Management Capability: An Empirical Investigation from Hotel Businesses in Thailand

3. HUMAN CAPITAL MANAGEMENT CAPABILITY

The Concept of Human Capital Management is an Activity Related to Establishing and Recruiting, Retaining, Developing, And Motivating The Best Talent Staff to Show Their Full Potential. Human Capital Management Has a Significant Influence on The Management in All Sectors Such as Businesses, Government Agencies, and Educational Institutions as Well. The Capability is Determined The Ability of Organizations to Manage People Who Will Benefit from The Competition. it Also Focuses on The Organization Capability in Internal Processes and Systems to Meet The Needs of Customers For Creating a Talent of Organization That Provides

Competitive Advantage, Employee Skills, and Efforts Leading to Success of The Organization. Human Capital Management Capability is influenced by The Need to Modify The Management of Their Own. Consequently, Human Capital Management Capability is Defined as an Organizational Potential of Human Resource Development in Terms of Knowledge, Skill, Experience, Creative Thinking, Staff Quality and Also The Readiness for Performing Works Which are The Most Beneficial to Organization. These are All Results of Human Capital Management Capability.

1. Transformational Leadership Orientation

Transformational Leadership Orientation Refers to Leadership Models of Promotion to Encourage The Employees to Change and Improve Themselves Based on The Organization Objective. The Concept of Transformation Leadership Has Grown Out of The Realization That Leadership Can Be Shared or Distributed Effectively Among Its Ability to Manage Human Capital (Pearce Et Al., 2004). Transformational Leadership in a Relationship With Human Capital Management Capability State That as a form of Leadership That Heightens Awareness of Common Interest Between Members Group and Helps Them to Achieve Their Goals (Hassan, Fuwad & Rauf, 2010). Transformational Leadership is Important to The Ability of Manage Human Capital According to The Performance of The Leadership Change is The Major Climate Organizational May Mediate The Relationship Between Transformational Leadership and The Performance of The Organization (Sun, Xu & Zhang, 2014). Therefore, The Hypotheses are Set As Follows:

Hypothesis 1: Transformational Leadership Orientation Is Positively Related To Human Capital Management Capability.

2. Organizational Proactiveness Strategy

Organizational Proactiveness Strategy Refers to The Organization Stability in Active Strategy Aimed at The Achievement of Working Performance. Dobrican & Zampunieris (2014) Found That The Company's Proactive Strategy Makes A Greater Contribution to The Performance of The Company. IT is to Also Adapted Into The Scope And Process of Diversification of The Organization. Studies on The Ability of Manage Human Capital Have Examined The Influence on Employee on The Management About Changes in Company Strategy, and Found

That Organizational Strategy Influenced on Human Capital Management (Grimm & Smith, 1991). Proactiveness Strategies Have An Important Role in Human Capital Management as Employees Become More Active in Their Operations (Rubery, 2002). Therefore, The Hypotheses are Set as Follows:

Hypothesis 2: Organizational Proactiveness Strategy Is Positively Related To Human Capital Management Capability.

3. Human Resource Practice Competency

Human Resource Practice Competency Refers to The Promotion And Advocacy Activities Promoting Human Resource Capability. Human Resource Practice is Part of Human Capital Management Capabilities That Help Promote Successful Corporate (Boselie, Dietz & Boon, 2005). The Focus On Human Resources And Intellectual Capital Are Within A Strategic Management Framework Which is Relevant to Human Capital Management Such as The Importance of Employee Evaluation and Training (Benevence & Cortini, 2010). Most of The Research on Human Resource Management is Linked to The Role of Information Systems in Human Resource Management and The Role of Human Capital Management in The Development of Information Systems (Becker, 1965). Therefore, The Hypotheses are Set As Follows:

Hypothesis 3: Human Resource Practice Competency Is Positively Related To Human Capital Management Capability.

4. Dynamic Environmental Uncertainty

Dynamic Environmental Uncertainty Refers to Uncertainly Context That Holds Complexities, Dynamic And Continuous Happening Effectively to Organization. Keck (1997) Showed That The Uncertainty in The Environment is Related to Human Capital Management, Because It Makes The Work More Diverse And Efficient. Prior Study Showed That Environmental Uncertainty is Essential for Human Capital Management as It Will Stimulate Greater Organizational Performance (Liang Et Al., 2010). Environmental Uncertainty is an Important Component of Human Capital Management, as It Will Affect The Operations of all Organizations (Gallbraith, 1973). Organizations Can, Therefore, Adapt It to Make Human Capital

Management More Effective in Term of Employee Management (Hansen, 1999). Therefore, The Hypotheses are Set as Follows:

Hypothesis 4: Dynamic Environmental Uncertainty Is Positively Related To Human Capital Management Capability.

4. RESEARCH METHODS

4.1 Sample Selection

The Samples of This Research Were 1,607 in Thailand Received from The Hotel Association of Thailand Including 1,041 Three-Star Hotels, 433 Four-Star Hotels and 133 Five-Star Hotels. The Sample Size of This Sample Had The Representativeness of The Hotel Businesses Regarding The Sample Size Method of Yamane (1973). However, This Research Require The Level of Confidence Of 95%.

4.2 Data Collection Procedure

This Study Collected Data from a Cross-Sectional Design Which Measure One Variable at a Time. The Questionnaires Were Distributed Directly to Each Hotel Business in Thailand by Mail. The Questionnaires Were Filled Out Completely and Sent Back to Researchers by Using Envelopes and Keeping in Secrecy Within The First Three Weeks (Dillman, 1978). Questionnaires Were Retained to Prepare for The Analysis. However, There Were 36 Mailing of Questionnaires Were Undeliverable, Because of These Firms Had Moved to Unknown Locations. so, The Successful Questionnaire Mailings Were 1,571 While 347 Of Them Were Returned, Nevertheless, There Were Only 344 Are Questionnaire Mailings Were Completed and Active. The Response Rate Was Approximately 21.89% Which is More Than 20%. They Were Suitable For Analyzing Regarding Aaker Et Al, (2001).

4.3 Variables Measurement

In This Research, a Variables Measurement Based on Questionnaire Was Used. The Questionnaire Consisted Of Seven Sections. The Alternatives in a Questionnaire Were Closed Questions, Because it is so Quick And Easy for The Respondents to Answer and It is Easy to Generate And Analyze Statistics (Neuman, 2006). All Variables Were Derived From The Literature Review, by A Five-Point Likert Scale from 1 (Strongly Disagree) to 5 (Strongly Agree) According to Nunnally (1978)

and Neuman (2006). In Addition, The Construct Was Developed for Measuring The Definitions of Each Construct and Examined The Relationship of Theory and Literary Reviews. The Variables Measured Depend on Dependent Variable, Independent Variables, and Control Variables are Described.

1) Dependent Variables

Human Capital Management Capability is Measured by Knowledge of The Training, Work Skills, Experience From Past Work, Creative Thinking and Staff Quality. This Construct Is Measured by Newly Developed Four Items Scale Based on Its Definition. It Was Measured by According Data, The Destination Purpose of The Variables.

2) Independent Variables

Transformation Leadership Orientation is Measured by Staff Learning, The Development of Innovative, and Employee's Adaptation. This Construct is Measured by Using a Four-Item Scale Adapted from Bass & Avolio (1989).

Organizational Proactiveness Strategy Was Measured by Knowhow Which Is Different from Its Competitors, Improving Operations, and Development Projects. This Construct Was Measured by Newly Developed Four-Item Scale.

Human Resource Practice Competency Was Measured by Action Plan, Project, and Work Activities. This Construct Was Measured by Newly Developed Four-Item Scale.

Dynamic Environmental Uncertainty Was Measured by The Situation of Adapting Ability, Plan of Operations, and Business Environment. This Construct Was Measured by Newly Developed Four-Item Scale.

3) Control Variables

The Control Variables Included a Hotel Standard and Firm Capital Which May Affect The Relationships Between Conceptual Models. Hotel Standard Is The Level of Quality Standard and Characteristics of The Hotel (Pine & Philips, 2005). It Was Measured by Dummy Variable Including 0 (Three-Star Hotels) and 1 (Five-Star Hotels). Firm Capital is Asset Related to The Implementation of Investment in The Organization (Jirawuttinunt & Ussahawanitchakit, 2011). in This

Case, Firm Capital Is Measured by a Dummy Variable Including 0 (100,000,000 Baht Or Less Than) And 1 (More Than 100,000,001 Baht)

Table 1: Result Of Measure Validation Of Factors Affecting Human Capital Management Capability

Variables	Factor Loadings	Cronbach's Alpha
Human Capital Management Capability (HCMC)	0.574 – 0.875	0.962
Transformational Leadership Orientation (TLO)	0.684 – 0.807	0.891
Organizational Proactiveness Strategy (OPS)	0.697 – 0.777	0.816
Human Resource Practice Competency (HPC)	0.739 – 0.788	0.866
Dynamic Environmental Uncertainty (DEU)	0.775 – 0.832	0.935

4) Validity and Reliability

Validity is Measurement Tool That Can Measure The Desired Features (Hair Et Al., 2006). This Research Tested The Validity of series of Measurements to Verify That They Could Demonstrate The Concept of Study. The Validity Testing in This Study Included Content and Construct Validity. Reliability is to Assess The Degree of Consistency Between The Measurements of Multiple Variables (Hair Et Al., 2006). It is Also of The Extent to Which a Particular Test Is Repeated (Nunnally, 1970). Therefore, The Pre-Test Was Conducted With The First 30 Returned Questionnaires. The Range of Factor Loadings Was Between 0.574–0.875. The Result of Cronbach's Alpha Coefficients for Showing Internal Consistency Was Between 0.816–0.962 Which Was Higher Than 0.70 Standard (Hair Et Al., 2010).

5) Statistical Techniques

The Ordinary Least Squares (OLS) Regression Analysis Was Used to Test All Hypotheses Following The Conceptual Model. The Generated Regression Equation is a Linear Combination of The Independent Variables That Explains Best and Predicts The Dependent Variable (Aulakh, Masaaki & Hildy, 2000). as a Result, All Proposed Hypotheses are Transformed to The Statistical Equation as Shown:

$$\text{Equation 1: } \text{HCMC} = \beta_1 \text{TLO} + \beta_2 \text{OPS} + \beta_3 \text{HPC} + \beta_4 \text{DEU} + \beta_5 \text{HS} + \beta_6 \text{FC} + \varepsilon_1$$

4.4 Research Results and Discussion

Table 2: Descriptive Statistics and Correlation Matrix of Factors Affecting Human Capital

Management Capability

Variables	HCMC	TLO	OPS	HPC	DEU	HS	FC
Mean	4.25	4.17	4.18	4.18	4.27	N/A	N/A
S.D.	.52	.47	.46	.51	.51	N/A	N/A
HCMC	1						
TLO	.546***	1					
OPS	.507***	.537***	1				
HPC	.606***	.625***	.642***	1			
DEU	.514***	.514***	.537***	.542***	1		
HS	.171***	.100	.200***	.151**	.128**	1	
FC	.132**	.106	.077	.144***	.033	.214***	1

***P<0.01, **P<0.05

Table 2 Showed That The All of Four Antecedents Including Transformational Leadership Orientation, Organizational Proactiveness Strategy, Human Resource Practice Competency, and Dynamic Environmental Uncertainty Had Significant Positive Relationships With Human Capital Management Capability at R = 0.642, P < 0.01 Which Was Lower Than 0.8 (Hair Et Al., 2010). However, Multicollinearity Problems Were Not Found In This Research.

Table 3: Results of Regression Analysis for The Factors Affecting Human Capital Management Capability

Independent Variables	Dependent Variable	
	Human Capital Management Capability	Equation 1
Transformational Leadership Orientation (TLO)	.194 ***	
H1	(.061)	
Organizational Proactiveness Strategy (OPS)	.126 ***	
H2	(.063)	
Human Resource Practice Competency (HPC)	.346 ***	
H3	(.067)	
Dynamic Environmental Uncertainty (DEU)	.181 ***	
H4	(.061)	
Hotel Standard (HS)	.131	
	(.105)	
Firm Capital (FC)	-.041	
	(.102)	
Adjusted R ²	.458	
Maximum VIF	1.937	

*** P < 0.01, **. P <0.05

The Results of Regression Analysis Were Explained in Table 3. Firstly, The Results Indicated That Transformational Leadership Orientation Was Playing a Critical Role in Enhancing Human Capital Management Capability. The Result Also Illustrated Strong Significant and Positive Relationships Among Transformational Leadership Orientation And Human Capital Management Capability At $B_1 = 0.194$ ($P < 0.01$). We can Say That Transformational Leadership is A Key Element Of Human Capital Development. The Leader Must Have The Ability to Manage Human

Capital Effectiveness and Can Lead Organizations to Success (Hassan, Fuwad & Rauf, 2010). **Therefore, Hypothesis 1 Was Accepted.**

Secondly, The Regression Results Showed That Organizational Proactiveness Strategy Had a Significant and Positive Relationship With Human Capital Management Capability At $B_2= 0.126$ ($P< 0.10$). Human Capital Management Played an Important Role In Bringing About Human Capital Plan to Conduct a Proactive Strategy. Human Capital Management Is Important Resources That is Associated With Proactive Strategy and Contribute to Achieving The Goals of The Organization (Dobrican & Zampunieris, 2014). Hence, Hypothesis 2 Was Accepted.

Thirdly, The Regression Results Showed That Human Resource Practice Competency Had a Significant and Positive Relationship With Human Capital Management Capability At $B_3=0.346$ ($P<0.10$). Human Resource Practice Relations Were Stable; They Also Demonstrated an Influence on The Development of Human Capital Management With The Performance of The Agency. The Company Seeks to Maintain Human Resources Practice With Higher Levels of Human Capital Management and Also Will Have a Positive Influence on Performance (Becker, 1965). Therefore, Hypothesis 3 was Accepted.

Lastly, The Regression Results Showed That The Dynamic Environmental Uncertainty Had a Positive and Significant Relationship With Human Capital Management Capability at $B_4= 0.181$ ($P < 0.01$). The Previous Research Has Indicated That Environmental Uncertainty Was A Relationship With The Human Capital Management of Operation. Accordingly, Environmental Uncertainty is Motivation With The Human Capital Management to Operate for High Performance (Liang Et Al., 2010). Hence, Hypothesis 4 Was Accepted.

5. CONTRIBUTIONS

This Study Provided Several Contributions as The Followings. Firstly, Contingency Theory Concerning Four Important Factors Includes: Transformational Leadership Orientation, Organizational Proactiveness Strategy, Human Resource Practice Competency, And Dynamic Environmental Uncertainty Has Been Resolved From The Results of The Existing Knowledge and Literature in This Study, in

Addition, This Research Revealed That The Theory Could Explain The Four Antecedents Under a Context of High Operation in The Hotel Businesses. Secondly, This Study Also Presented The Acknowledgements of The Relationship in All Four Important Factors Which Were Powerful for Influencing on Human Capital Management Capability. Finally, This Research Provided The Managerial Contribution to Managing Directors And Managing Partners Regarding (A) Focusing on The Human Resource Practice Competency That Organizations Have to Develop The Ability Of Employee to Be Knowledgeable and to Have The Right Skill-Based Jobs for The Success of The Organization (B) Recognizing The Importance of The Transformational Leadership Orientation That The Executives of Organizations Have To Motivate Employees to Learn And Perform Effectively, And (C) Suggesting Organizations That They Need to Focus on Implementing Proactiveness Strategy in Order to be Prepared to Operate Effectively.

6. CONCLUSION

Accordingly to This Study, The Researchers Intended to Exhibit a Clear Understanding of The Relationship of Transformational Leadership Orientation, Organizational Proactiveness Strategy, Human Resource Practice Competency, and Dynamic Environmental Uncertainty That Effected on Human Capital Management Capability. The Result of This Research Revealed That There Were Four Important Factors Comprising With Transformational Leadership Orientation, Organizational Proactiveness Strategy, Human Resource Practice Competency, and Dynamic Environmental Uncertainty That Positively Influenced on Human Capital Management Capability. Although, This Study Had More Creative and Attractive Points to Research Management, There Were a Few Limited Recommendations. Due to The Fact That The Four Effect of Factors on Human Capital Management Capability Were a Control Variables Having Significance on This Model. Researchers Should Examine The Study of Factors Carefully in The Future. Moreover The Comparison of Findings and Gains of This Study Should Be Done in The Further Studies For Greater Generalizability.

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