

# Human Capital Management Capability and Firm Profitability: An Empirical Research of Hotel Businesses in Thailand

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## Abstract

The objective of this research was to examine how human capital management capability including team spirit orientation, training intention focus, information-sharing emphasis, equality awareness implementation and talent creativity capability have an effect on firm profitability. The data were collected from 343 four-to-five star hotels businesses in the Thailand by using questionnaires as instrument. The statistics used to analyze the data were multiple correlation analysis and the Ordinary Least Squares (OLS) regression analysis. The results showed that best goal achievement, equality awareness implementation, team spirit orientation, and training intention focus had a significant and positive influence on firm profitability. In addition, team spirit orientation, talent creativity capability, and equality awareness implementation had a positively effect on best goal achievement respectively.

**Keywords:** Human Capital Management Capability, Best Goal Achievement, Firm Profitability, Hotel Businesses

## 1. Introduction

Currently, business operations are relied on human resources to help drive organization management to success (Kazlauskait & Bucluniebe, 2008). Human resources are powerful of knowledge, talent, intelligence and potential development. The organization needs to add value to human resources in order to transform human resources into human capital. According to Edvinsson and Malone (1999), human capital included knowledge, skills, innovation and the ability of people to manage. Thus, each organization had to find ways to develop human capital to suit their organization. All goals are achieved by the organizational excellence (Bontis et al., 1999).

The concept of human capital management capability is supported by human capital theory. The human capital theory mentions that human capital is intangible asset. Human capital usually cannot be measured by the value of a business. It is a property that can add value to the tangible assets. It is also a kind of asset which is unable to compare with business value, but it can be brought to compare and measure their

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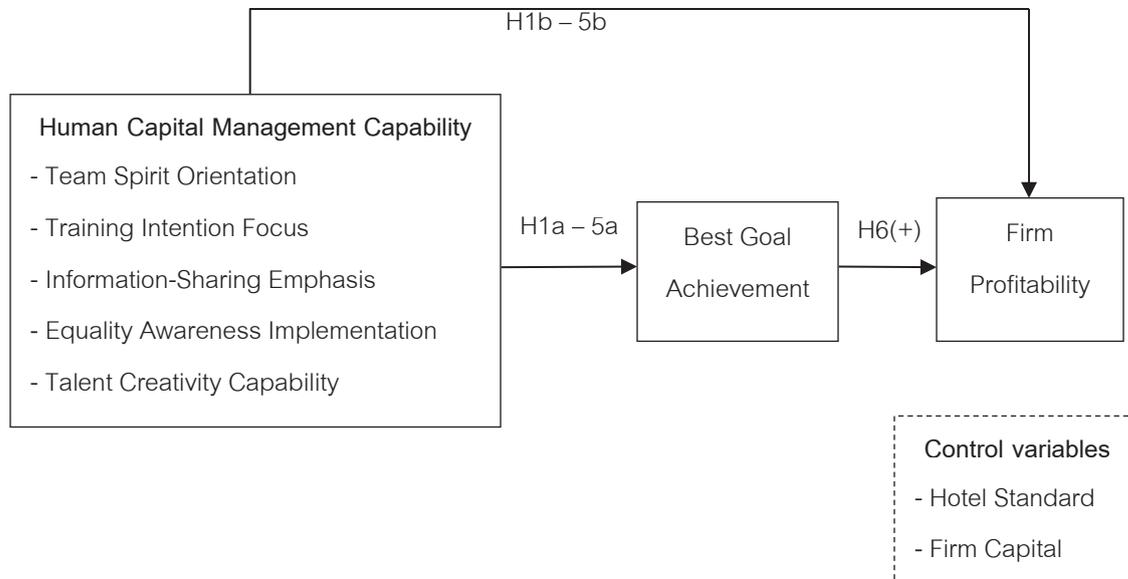
value that leads to the best management (Brooking, 2010). Thus, the human capital theory has become an important one in explaining the conceptual research on human capital management capability. So that human capital management capability is defined as an organizational potentiality of human resource 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 (Becker & Huselid, 2000). The human capital management capability and the important dimension Includes team spirit orientation, training intention focus, information-sharing emphasis, equality awareness implementation, and talent creativity capability. This gap of the research to the researchers in conducting this research study

The concept of profitability refers to organization carry-on business that relatively measured the achievement by financial income (Chari & Banalieva, 2015). Profitability is important to the business because it has to get benefits and makes survival of the business. Human capital management capability will participate in creating profit for the organization that needs to reform the human capital management capability functioning within the effectiveness of agency. It also helps support departments to manage employee most effectively and reduce administrative costs. The organization has the ability to make profitability on the operation (Mithas et al., 2012). Especially, the organization related to service business have to human capital management capability can help the business achieve high profitability.

As mentioned above, the researcher was interested in studying the human capital management capability and firm profitability through an empirical research of hotel businesses in Thailand. The objective of this research was 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. The data were collected from the managing director of hotel businesses in Thailand. Regarding the staff shortage and the lack of efficient staff problems of hotel business in Thailand, the experienced foreigners were imported to help manage the hotel. It was very interesting to study the hotel business in Thailand (four to five star levels) (Ooncharoen & Ussahawanitchakit, 2009). The research benefit could be applied in the organization to perform in line with the goal. Moreover, the organization has a great operational efficiency and creates a competitive advantage in the long run.

## 2. Literatures review and hypotheses development

This research has attempted to integrate theoretical perspectives that support human capital management capability and the impact of firm profitability. The following figure of the conceptual model was shown below.



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

## 2.1 Human capital management capability

The human capital management capability is an activity established since the recruiting of the best talent, employee development and retention incentives for employees to express their potentials. The management ability of the human capital of organizations is to have the advantage over other organizations. Human capital management has been interpreted over the management of financial resources and technology (Nalbantian et al., 2004). There is the management to create the quality and efficiency of the employee (Becker et al., 2001). The ability of employees is very important that can be pushed to an organization's mission or to make the business goals very different (Ling & Jaw, 2011). The capability is determined as the ability of organizations which can help manage the people who take benefit from the competitions. The organizational capability focuses on internal processes and systems which are willing to meet customer's needs, create a unique ability for organizations providing a competitive advantage, and employee skills and efforts leading to the achievement of organizational goals (Gold et al., 2001). So that human capital management capability is defined as an organizational potentiality of human resource development in terms of knowledge, skill, experience, creative thinking, and staff quality. It also makes the readiness for performing works which are the most beneficial to organization. The theory that describes the relationships of the conceptual modes to human capital management capability is the human capital theory. Becker (1964) stated that the human capital theory is to add value that led to the rise of the individual through education and training which contribute to create the potential, and the contribution increase productivity for the organization. Therefore, it could be said that the human capital theory supports the conception of human capital management capability. A more detailed discussion of these dimensions was presented below.

### 2.1.1 Team spirit orientations

Team spirit is the nature of teamwork based on commitment, determination, and sense of accomplishment (Marrone, 2010). Thus, team spirit orientation refers to organization ability that stimulates the employees to co-operate in the same objective; having the activity involvement and having involvement in creating the atmosphere. Mischel (1973) found that working together to create a competitive situation which contributes to the success of the team's goals of achievement. Baranik et al (2007) stated that to study the recognition within the team motivated in work, education, and competition. All of the teams are related to the goal of achievement. Emery and Fredendall (2002) suggested that teamwork improves work efficiency, and enables organizations to generate operating profitability. Bishop et al (2005) argued that there was no correlation between teamwork and corporate profits. Therefore, it is suggested that the following hypotheses are presented:

*Hypothesis 1: The higher the team spirit orientation is, the more likely that the firms will gain greater (a) best goal achievement and (b) firm profitability.*

### 2.1.2 Training intention focus

The intent of the training is to sense the commitment of the employee to pay attention to learning and practicing new skills (Lee & Bruvold, 2003). Thus, training intention focus refers to organization ability that promotes the employees to enhance their knowledge; accumulating the positive attitude and receiving the new experience. Ling, Tao, and Peng (2014) suggested that training is a way to develop an employee's ability to work effectively and to achieve goals. Dearden et al (2000) found that training is an investment in employees so that they bring knowledge, experience and skills to the organization for profitability. Mohamed et al (2008) suggested that the training employee is the development within the organization contributed to the costs and expenses having the relationship between training and profitability of the company. Ajibade & Ayinla (2014) argued that the unsuccessful training may affect corporate goal. Therefore, it is suggested that the following hypotheses are presented:

*Hypothesis 2: The higher the training intention focus is, the more likely that the firms will gain greater (a) best goal achievement and (b) firm profitability.*

### 2.1.3 Information-sharing emphasis

Information-sharing is the data sharing and the exchange of information between employees, groups and organizations to develop and implement collaborative actions (Moye & Langfed, 2004). Thus, information-sharing emphasis refers to 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. Tseng (2015) proposed that to encourage information sharing in the right environment would allow the sharing of appropriate information to successful information sharing in hotel environment for the achievement of goals. Tapia et al (2010) examined that the effect of the interaction between the sharing of

information, knowledge and technology for data exchange that information sharing is an implementation of the hotel's profitability. Thapayom and Ussahawanitchakit (2015) argued that sharing information negatively affects to corporate goal. Therefore, it is suggested that following hypotheses are presented:

*Hypothesis 3: The higher the information intention focus is, the more likely that the firms will gain greater (a) best goal achievement and (b) firm profitability.*

#### 2.1.4 Equality awareness implementation

Equality awareness is a sense of recognition of being treated equally in the workplace (Arnone et al., 2011). Thus, equality awareness implementation refers to organization ability that encourages the employee to have the rights of receiving benefit and to be treated by the similar law. Stoet and Geary (2015) suggested that employees who are treated with equality will be motivated to work to achieve the organization's goals. Else-Quest et al (2010) showed that the perception and realization of the benefits on working with the authorities to bring the equality in practice, and together with the focus on profitability will happen. Elliot (2005) argued that information-sharing has no positive correlation with corporate operating profitability. Therefore, it is suggested that the following hypotheses are presented:

*Hypothesis 4: The higher the equality awareness implementation is, the more likely that the firms will gain greater (a) best goal achievement and (b) firm profitability.*

#### 2.1.5 Talent creativity capability

Talent creativity capability involves employees engaging in thinking, creating and developing effective organizations (Scullion & Collings, 2006). Thus, talent creativity capability refers to organization ability that creates the employee to enhance knowledge, ability, skill thought, making decision, and creates the top most elite. Bhatti et al. (2011) suggested that the talent management is a portfolio managed by motivating and creating employee commitment to the success of the most goals achievement of the organization. Brouer et al (2011) found that talent management of the leadership development is in operation with positive behavior of the commitment of the employees to achieve goals. Collis and Ghemawat (1994) reviewed that talent management can explain the operation of the organization with the ability to deal effectively with the profitability of the company. Bourgeois et al (2014) argued that talent management can not affect the profitability of a company. Therefore, it is suggested that the following hypotheses are presented:

*Hypothesis 5: The higher the talent creativity capability is, the more likely that the firms will gain greater (a) best goal achievement and (b) firm profitability.*

### 2.2 Consequence of human capital management capability

#### 2.1.6 Best goal achievement

Best goal achievement means the business to set the plan that is the best for the organization to be successful (Spanos et al., 2004). Best goal achievement refers to organization carries-on business that the plan has been set and the growth of marketing share has been recognized by customers

and other relationship. Bain (1956) suggested that the companies are very important in order to make profit and ability of performing operational goals of the company. Porter (1980) found that industry is strategically planning to target the company to achieve profitability. Ormanindni and Stringa (2008) mentioned that the business has the best structure, the best plan and the successful marketing, the operational relationship and the profitability of the company. Therefore, it is suggested that the following hypothesis is presented:

*Hypothesis 6: The higher the best goal achievement is, the more likely that the firms will gain greater firm profitability.*

### 2.1.7 Firm profitability

Firm profitability is financial income and benefits in terms of its investment returns (Dedrick et al., 2003). Firm profitability refers to organization carries-on business that the achievement is relatively measured by financial income. Capon et al. (1990) found that the profitability of the company had a growth and a positive correlation with financial performance. Kauffman and Walden (2001) pointed that the company has profitable operations and has continued revenue growth. Cuevo-Cuzurra and Dau (2009) suggested that the company had a positive relationship with its profitability. Bloom and Van Reenen (2010) proposed that business success was related to the company's profitability.

## 3. Research methodology

### 3.1 Sample selection and data collection procedure

This research was a survey of the population in the 1,606 four-five star hotels appointed by the Hotel Association of Thailand. The populations in this study consisted of 1,473 four-star hotels, and 133 five-star hotels. 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. Then, the completed questionnaire will be sent directly to researchers to prepare for the inspection of secrecy within three weeks after the first mailing (Dillman, 1978). After four weeks of mailing the first call was made to remind them to complete the questionnaire and return to the researcher. The questionnaire was stored in a secure place. Initially, there were 1,606 questionnaires that have been sent to hotel managers, and 35 questionnaires were sent to the addresses of the hotels that the locations are unknown. There were 347 sets of perfectly questionnaires have been received in return. The response rate could be calculated as 21.83% which was corresponded with Aaker et al. (2001) who stated that a response rate of 20% for the survey follow the proper procedures are adopted.

### 3.2 Variables measurement

In this research, the questionnaires consisted of seven sections which were quick and easy for respondents to answer and it is also easy to generate with statistical analysis (Neuman, 2006).

### 3.2.1 Dependent variable

Firm profitability was a measure of the scale adapted from Kauffman & Walden (2001). Firm profitability consisted of currency achievement on profit income which was mostly from the organization management. This could tell the growth of sales volume and positive financial relationships.

### 3.2.2 Independent variables

This research included the independent variables which were human capital management capability, team spirit orientation, training intention focus, information-sharing emphasis, equality awareness implementation, and talent creativity capability. All independent variables were measured by using a four-item scale. All variables and the development of a new scale based on its definition.

### 3.2.3 Mediating variable

According to the model, the mediating variable was the best goal achievement. Best goal achievement had an operation that accomplishes the goals, growth rates and market share which was likely to increase. The mediating variable was measured by using a four-item scale developed as a new scale about its definition.

### 3.2.3 Control variables

The control variables included hotel standard and firm capital which may affect the relationships between human capital management capability and firm profitability. The rating of hotel standard could explain the quality of the hotel's features that set it apart from the other using as a symbol star rating (Carrington, 2013). In this case, hotel standard was represented by dummy variable including 0 (four-star hotels) and 1 (five-star hotels). Firm capital focused on firm capital that may affect human capital management capability and firm profitability (Jirawuttinunt and Ussahawanitchakit, 2011). In this research, firm capital was represented 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 each dimension of human capital management capability and firm profitability

Variables	Factor Loadings	Cronbach's Alpha
Team Spirit Orientation (TSO)	0.690 – 0.928	0.863
Training Intension Focus (TIF)	0.838 – 0.896	0.895
Information-Sharing Emphasis (ISE)	0.759 – 0.847	0.804
Equality Awareness Implementation (EAI)	0.875 – 0.910	0.910
Talent Creativity Capability (TCC)	0.685 – 0.948	0.901
Best Goal Achievement (BGA)	0.835 – 0.922	0.915
Firm Profitability (FPB)	0.876 – 0.948	0.901

### 3.3 Validity and Reliability

Validity is the degree to which a measure precisely represents the correct and accurate instrument. This research tested the validity of the measure or series of measures to verify the correct illustration of the concept of the study. In this type of test validity included content creation and authenticity. Reliability is an assessment of the degree of consistency between multiple measurements of a variable. Moreover, it is the extent to which measurements of the particular test are repeatable (Nunnally, 1970). Then, the pre-test was conducted with the first 30 returned questionnaires. The range of factor loadings was between 0.685 – 0.948. The results of Cronbach's alpha coefficients were between 0.804 – 0.915 which was higher than the committed Cronbach's alpha for measuring the internal consistency which should be greater than 0.70 (Hair et al., 2010).

### 3.4 Statistical Techniques

The multiple regression analysis was used to test all hypotheses, because it was appropriated to investigate the relationships between dependent variables and independent variables of which all variables are categorical and interval data (Hair et al., 2010). As a result, all proposed hypotheses were transformed to three statistical equations as follow:

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

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

$$\text{Equation 3: } FPB = \alpha_3 + \beta_{15} BGA + \beta_{16} HS + \beta_{17} FC + \varepsilon$$

Table 2: Descriptive statistics and correlation matrix of human capital management capability and firm profitability

Variables	TSO	TIF	ISE	EAI	TCC	BGA	FPB	HS	FC
Mean	4.36	4.28	4.14	4.24	4.23	3.98	3.93	n/a	n/a
S.D.	.46	.53	.54	.52	.55	.53	.60	n/a	n/a
TSO	1								
TIF	.665 <sup>***</sup>	1							
ISE	.614 <sup>***</sup>	.663 <sup>***</sup>	1						
EAI	.472 <sup>***</sup>	.524 <sup>***</sup>	.599 <sup>***</sup>	1					
TCC	.520 <sup>***</sup>	.585 <sup>***</sup>	.658 <sup>***</sup>	.671 <sup>***</sup>	1				
BGA	.533 <sup>***</sup>	.508 <sup>***</sup>	.515 <sup>***</sup>	.474 <sup>***</sup>	.545 <sup>***</sup>	1			
FPB	.438 <sup>***</sup>	.447 <sup>***</sup>	.393 <sup>***</sup>	.423 <sup>***</sup>	.433 <sup>***</sup>	.799 <sup>***</sup>	1		
HS	.213 <sup>***</sup>	.214 <sup>***</sup>	.241 <sup>***</sup>	.173 <sup>***</sup>	.242 <sup>***</sup>	.299 <sup>***</sup>	.293 <sup>***</sup>	1	
FC	.102	.150 <sup>***</sup>	.059	.113 <sup>**</sup>	.096	.084	.075	.107 <sup>**</sup>	1

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

#### 4. Research results and discussion

Accordingly, Table 2 shows that all of 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 ( $r = 0.799$ ,  $p < 0.01$ ), which is lower than 0.8 (Hair et al., 2010). Thus, the results indicate no multicollinearity problems in this research.

**Table 3:** Results of Regression Analysis for the Effects of Each Dimension of Human Capital Management and Firm Profitability

Independent Variables	Dependent Variables		
	BGA	FPB	FPB
	H1-5a	H1-5b	H6
	Equation 1	Equation 2	Equation 3
Team Spirit Orientation (TSO)	.230 <sup>***</sup> (.051)	.177 <sup>***</sup> (.065)	
Training Intention Focus (TIF)	.093 (.064)	.158 <sup>**</sup> (.070)	
Information-Sharing Emphasis (ISE)	.071 (.065)	-.039 (.072)	
Equality Awareness Implementation (EAI)	.139 <sup>**</sup> (.059)	.208 <sup>***</sup> (.065)	
Talent Creativity Capability (TCC)	.187 <sup>***</sup> (.064)	.091 (.070)	
Best Goal Achievement (BGA)			.784 <sup>***</sup> (.035)
Hotel Standard (HS)	.449 <sup>***</sup> (.106)	.428 <sup>***</sup> (.116)	.058 (.085)
Firm Capital (FC)	-.137 (.089)	-.077 (.098)	.065 (.070)
Adjusted R <sup>2</sup>	.412	.292	.629
Maximum VIF	2.481	2.481	1.204

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

Regarding Table 3, the results of OLS regression analysis illustrates that the first dimension, team spirit orientation (Hypotheses 1a-b) is significantly and positively related to all two of its consequences: best goal achievement ( $\beta_1 = 0.230$ ,  $p < 0.01$ ), and firm sustainability ( $\beta_8 = 0.177$ ,  $p < 0.01$ ). Perceived competition among team members was positively associated with achievement goals (Heidemeier and Bittner, 2012).

Therefore, hypothesis 1a is supported. Specifically, service operations with team spirit orientation had a higher firm profit than those with traditional work groups (Emery & Fredendall, 2002). Thus, hypothesis 1b is supported.

Secondly, it is found that training intention focus, the second dimension, also shows significant and positive effects on all of its consequences: best goal achievement ( $\beta_2 = 0.093$ ,  $p > 0.10$ ), and firm profitability ( $\beta_9 = 0.158$ ,  $p < 0.05$ ). The literatures review found that training was not a viable method for developing knowledge and skills, because of a lack of ongoing curriculum monitoring (Ajibade & Ayinla, 2014). Therefore, hypothesis 2a is not supported. It was also consistent with the literature that showed a positive correlation between the training intention and profitability because the training helped maintain and improve quality, and the ability to produce profitability (Mohamed et al., 2008). Thus, hypothesis 2b is supported.

Thirdly, the findings suggest that information-sharing emphasis (the third dimension) reveals a non-significant result with best goal achievement ( $\beta_3 = 0.071$ ,  $p > 0.10$ ), and firm profitability ( $\beta_{10} = -0.039$ ,  $p > 0.10$ ). The literature review supported that accounting information systems which had no effect on the achievement of goals, because the accounting information systems could not create operating systems for business organizations (Thapayom & Ussahawanitchakit, 2015). Therefore, hypothesis 3a is not supported. Literature review focused on the information-sharing which was negative coefficient, because sharing information could be lower than profitability (Tapia et al., 2010). Thus, hypothesis 3b is not supported.

Fourthly, the results indicate that equality awareness implementation (the fourth dimension) is significantly and positively related to the best goal achievement ( $\beta_4 = 0.139$ ,  $p < 0.05$ ), and firm profitability ( $\beta_{11} = 0.208$ ,  $p < 0.01$ ). Previous research showed that equality policy was a positive correlation to goal achievement because equality policy of the organization was a system to measure the results and overall goals achievement (Stoet & Geary, 2015). Therefore, hypothesis 4a is supported. Literature review found that the equality of the top talent in the institutions that affected the company's profits because equality could be managed actively in the development of a talent pool of its own by institutionalizing practices that provide equal efficiency and contributes to profitability (Swaab & Galinsky, 2015). Thus, hypothesis 4b is supported.

Fifthly, the research reveals that talent creativity capability is significantly and positively associated with best goal achievement ( $\beta_5 = 0.187$ ,  $p < 0.01$ ), and firm profitability ( $\beta_{12} = 0.091$ ,  $p > 0.10$ ). Talent management practices related to goal performance which was viewed as most effective because talent management practices was associated with the development, evaluation, deployment, and retention of high-potential employee and goals performance (Sahai & Srivastava, 2012). Thus, hypothesis 5a is supported. By examining, it was found that talent management could not affect the profitability of the company because it affected to plans and performance which were not effective to make profitable decline (Bourgeois et al., 2014). Thus, hypothesis 5b is not supported.

Finally, the results of regression analysis are identified hypotheses 6 predict the positive relationship between the best goal achievement ( $\beta_{15} = 0.784$ ,  $p < 0.01$ ) and the significantly of firm profitability. Previous study presented the goal of hotel investments causing a profit on the operation. Scope of profitability was

mediated through the growth of revenue and reduces costs (O'Neill & Mattila, 2006). Thus, the goal of the operation of the business that caused profit was revenue and cost reduction. **Hence, hypothesis 6 is supported.**

For the control variables, hotel standard has positive significant relationship with best goal achievement ( $\beta_6 = 0.449$ ,  $p < 0.01$ ), and firm profitability ( $\beta_{13} = 0.428$ ,  $p < 0.01$ ). Hotel standard represented quality in the management of the hotel business. These factors made the organization achieved its goals (He et al., 2011).

Additionally, firm capital also illustrates no significant relationships with best goal achievement ( $\beta_7 = -0.137$ ,  $p > 0.10$ ), and firm profitability ( $\beta_{14} = -0.077$ ,  $p > 0.10$ ). Hence, the relationship among human capital management capability's dimensions, best goal achievement and firm profitability were not influenced by firm capital.

## 5. Contributions

This research offered several contributions as described follow. Firstly, the principle theoretical framework using human capital theory which was modified on the existing knowledge and literatures review of human capital management capability. In addition, this research confirmed and concluded that the theories explained the human capital management capability and firm profitability under a context of high competition in the hotel business in Thailand. All of the findings concerning theoretical models could explain the human capital management capability model. Lastly, this interpretation had the important implications for the planning of human resources. Human capital could be the source of knowledge, skill, and ability to engage the employee's capability to achieve specific sustainable competitive advantages. Regarding the result mentioned above, these are interesting for managers who support the creation of knowledge and exploitation of learned employees to explain high benefit of human capital management capability. Therefore, to support business efficiency, the manager should (a) focus on the importance of the equality awareness implementation that the management must have a clear policy to provide benefits to employees fairly, (b) recognize that the team spirit orientation was an important ability of employees that the organization must promote teamwork in order to increase efficiency within organization (c) provide guideline for training intention which focus on the adaptation for each organization by encouraging employees with the knowledge and skills to help improve performance.

## 6. Conclusion

According to the main research questions, the results showed the potential of human capital management capability including team spirit orientation, training intention focus, information-sharing emphasis, equality awareness implementation, and talent creativity capability had positive influences on firm profitability. Especially, team spirit orientation and equality awareness implementation had a direct effect on firm profitability whereas training intention focus, information-sharing emphasis, and talent creativity capability had

a indirect effect on firm profitability. In the light of research question, best goal achievement was positively impact on firm profitability. Furthermore, the findings of a hotel standard and firm capital were control variables which have the impact on best goal achievement and firm profitability. However, there were a few recommendations in order to build more interesting for management scholar in limitation. Due to the fact that the human capital management capability that affects on best goal achievement, firm profitability was a control variable that had an effect on some models. Researchers should be careful to check. In the future research, the researcher should seek for other moderating variables to enhance the relationship between the human capital management capability and in firm profitability.

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