

Effect of Human Capital Orientation and Goal Achievement of Hotel Businesses in Thailand

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Abstract

In a business context, human capital orientation is the best way to approach at the corporate level such as objectives, structures, and processes to help firms develop effective strategies for maintaining a competitive advantage in dynamic environments. In this study, human capital orientation is considered as a key instrument which firms have implemented to organizational creativity capability, business innovation capability, and goal achievement. The key informants for this research were human resource directors or human resource managers in hotel business in Thailand. Data were collected through a mailed questionnaire distributed to 320 hotel businesses in Thailand, yielding a response rate of 20.91%. The factor loading and Cronbach's alpha was used for instrumental testing. The regression analysis was conducted to examine all hypotheses. The finding indicate that human capital orientation has a positive effect on organizational creativity capability (Adjusted R2 = 0.112), business innovation capability (Adjusted R2 = 0.092), and goal achievement (Adjusted R2 = 0.237). Furthermore, business innovation capability has a positive effect on goal achievement (Adjusted R2 = 0.464), whereas organizational creativity capability has not a positive effect on goal achievement. These findings suggest that executives should implement effectively manage the knowledge, skills, experience, creative thinking, and competencies in order to encourage organizational innovation and to continue the achievement of organizational goals. Future research should explore the role of moderating variables in the relationship between human capital orientation and organizational outcomes, as well as conduct a comprehensive literature review to refine and reconceptualize this relationship.

Keywords: Human Capital Orientation, Organizational Creativity Capability, Business Innovation Capability,
Goal Achievement

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1. Introduction

Recently, organizations have been operating with rapid changes in customer needs, demand uncertainty, increased complexity and intense competition to ensure survival and success of their business (Groenewald et., 2024). In an effort to respond the changes in economic and social conditions, firms have the responsibility to ensure that its organization is continuing to exist under the complex, dynamic world, and in order for the organization to goal achievement, it must efficiently use of resources. (Hareebin, 2020). Furthermore, human resources constitute the most valuable asset of an organization as Henry Ford stated that “Take out my building, my machines and all capitals but leave my men with me I will become Henry Ford again” (Radhakrishna & Raja, 2015). Therefore, an organization have a competitive advantage and human resources will play a very important role. Especially, in the meaning of modern research are describes that human resources possess distinct characteristics compared to other types of resources. Unlike tangible assets, humans are considered intangible assets, and depreciation values. However, people is human capital that can always create a unique capacity to continuously generate additional value. (Anwar et al., 2021) Moreover, firms must be able to create, maintain, development a strategy that can help them deal with competitors and to gain operational effectiveness, and business productivity in the market (Esnah Dzimba, 2024). These changes influence the firm behaviour, especial human capital orientation which enhances to achieving, success, survival and sustainability in the current and future operations’ decision making (Ranu et al., 2024). In the business setting, human capital orientation is best way and mostly used at the corporate level such as objectives, structures, and processes affect the firms need to find effective ways to deal with competitive advantage in changing situations (Iqbal et al., 2023). In addition, human capital orientation comprises of two concepts. Firstly, human capital is focus on knowledge, skilled development, experienced, innovation and the ability of people to manage (Jansawang & Prombutara 2019). Secondly, the next concept orientation emphases on different strategies in order to compete in the market and achieve competitive advantage (Mohammad et al., 2024). Therefore, human capital orientation is an organizational strategy aimed at achieving sustainable competitive advantage through the workforce's knowledge, skills, competencies, talents, experience, creativity, attitudes, and motivations.

In this study, human capital orientation 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. Accordingly, this study attempts to investigate the effects of human capital orientation, organizational creativity capability, business innovation capability, and goal achievement. Here, human capital orientation is defined as the ability of firm to effectively manage the knowledge, skill, experience, creative thinking, competencies of the staff, and also to create advantages that maximize operational efficiency and benefit the organization (Bryl, 2018). Thus, human capital orientation is a main enabler of firms to success and gain sustainable competitive advantage in business environment. This study investigates the effects of human capital orientation on goal achievement of hotel businesses in Thailand. Hotel businesses in Thailand serve as suitable samples for this study, as these businesses have endeavoured to enhance skills and develop quality distinct from their competitors to attract their customers by focusing on standard quality

which links to human capital orientation. Therefore, firms need to learn continuously to goal achievement and firm survival into the future.

2. Research Objective

This study aims to investigate the relationships between human capital orientation and goal achievement. The objective of this study is to examine the influences of human capital orientation on goal achievement of hotel businesses in Thailand. In this study, the key research question is how human capital orientation leads to goal achievement. Additionally, two specific research questions are posed: Firstly, human capital orientation affects organizational creativity capability, business innovation capability, and goal achievement; Secondly, how organizational creativity capability, business innovation capability impacts goal achievement. Relevant literature review of human capital orientation is addressed and hypotheses development is presented.

3. Literature Review

This study provides interpretations to clarify the human capital theory, which proposes that humans are a valuable resource capable of being developed into capital. According to this theory, enhancing human capital leads to increased productivity and efficiency (Becker, 1964). Especially, human capital is a fundamental factor in the successful management of modern organizations. To enhance operational effectiveness, organizations must establish a structured framework that promotes the continuous development of employees' knowledge and skills (Gordon Liu et al., 2025). 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 (Obinna, 2024). Additionally, this theory underscores the significance of investing in employees' capabilities and implementing effective management strategies, both of which contribute to improved organizational performance and overall success (Yusuf & Yulianeu, 2023). Therefore, this theory delineates specific linkages in the transformation process of organizational inputs into human capital, ultimately resulting in heightened sustained performance (Gillies, 2011). Moreover, human capital orientation is a key element in enhancing a firm's assets and workforce, contributing to increased productivity and the sustainability of competitive advantage (Bryl, 2018). Here, human capital orientation is the main variable of the study while organizational creativity capability, business innovation capability impacts goal achievement are the consequent variables of the study. Based on the framework of control variables, firm age is measure of the duration of a company's operational. A longer firm age generally reflects greater accumulated experience, which can provide a competitive advantage over other companies (Rundjan & Susanti, 2023). Firm size is measured as the number of the employees at the firm. Firm size plays a significant role in the adoption of human capital. Larger firms are more likely to implement both formalized and informally responsive human capital strategies. In contrast, smaller firms differentiate by lower levels of specialization, formalization, decentralization, and staff support (Chaudhary & Singh, 2014).

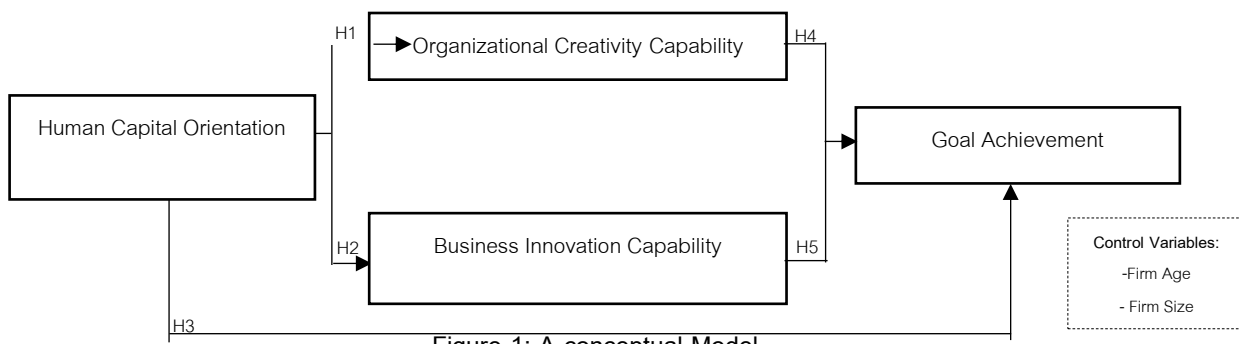


Figure 1: A conceptual Model

Human Capital Orientation (HCO)

Human capital orientation is defined as the ability of firm to effectively manage the knowledge, skill, experience, creative thinking, competencies of the staff, and also to create advantages that maximize operational efficiency and benefit the organization (Bryl, 2018). Human capital is a key element in creating a firm's assets, contributing to the enhancement increase goods, services, and new innovations in the marketplace (Hendarman et al., 2020). Moreover, human capital serves a critical role in advancing the organization's mission, transforming into a strategic asset or capability that supports goal achievement. Therefore, a firm's orientation in human capital is dependent on its ability to create competitive advantage through its people. In other words, human capital orientation is the portion of the workforce as capability that helps the firm sustained its competitive advantage. Moreover, human capital orientation reflects to resources and capabilities are critical success factors for achieving, sustaining a competitive advantage and become an increasingly important to the firm's success and enhanced performance (Lee, 2019). In addition, human capital plays a key role in improving financial performance (Bryl, 2018). The findings indicate that human capital orientation plays a pivotal role in driving innovation within organizational structures. Furthermore, when human capital orientation is coupled with creative skills, it becomes instrumental in driving business success and fostering growth (Bakeev et al., 2020). Thus, human capital orientation emerges as a critical aspect in connecting strategic ideas for effectiveness, efficiency, and goal achievement (Yen, 2014). Hence, this research hypothesizes that:

Hypothesis 1: Human capital orientation is positively related to organizational creativity capability.

Hypothesis 2: Human capital orientation is positively related to business innovation capability.

Hypothesis 3: Human capital orientation is positively related to goal achievement.

Organizational Creativity Capability (OCC)

Organizational creativity capability is defined as the ability of firm to create novel ideas that increasing strategy, process, abilities, expertise, and potential, thereby can contributes to building a sustainable competitive advantage to enabling the firm to achieve superior business outcomes and success in complex markets and hard for competitors to imitate (Augustina et al., 2023). Also, Organizational creativity is focus on generating valuable, useful, and novel products,

services, ideas, procedures, and processes through organizational learning, thereby enhancing goal achievement (Scheibe & Gupta, 2017). It enables firms to provide improved solutions to business and customer challenges, achieve higher levels of productivity, quality, cost efficiency, and customer satisfaction, ultimately serve as a key driver of organizational success (Boso et al., 2017). Consequently, organizational creativity capability emerges as a valuable asset, driving a firm's competitive advantage and supporting their success in business operations. Furthermore, prior research suggests that organizational creativity capability is an important determinant of success of goal achievement. Hence, this research hypothesizes that:

Hypothesis 4: Organizational creativity capability is positively related to goal achievement.

Business Innovation Capability (BIC)

Business Innovation Capability is defined as the ability of firm to implement new processes and administrative concepts, with a focus on technology, products, and services to serve as a guideline for new structure in affecting the success of the organization (Chaisena et al., 2019). In this research, the concept of business innovation capability is the combination of business innovation and capability. The literature illustrates that business Innovation focus on an organization's overall capability to introduce new products to the market or access new markets by integrating strategic orientation with innovative behaviors and processes (Spruijt et al., 2018). Meanwhile, capability refers to the business processes involved in integrating and reconfiguring assets both within and outside the organization for the purpose of goal achievement (Mendoza, 2021). As a consequence, business innovation capability is critical to important for firm not only for promote firm performance but also for expansion to firm reputation (Jirawuttinunt et al., 2024). Then, it is considered that business innovation capability can drive firms to enhance goal achievement (Heikkilä et al., 2018). Hence, this research hypothesizes that:

Hypothesis 5: Business innovation capability is positively related to goal achievement.

Goal Achievement (GAC)

Goal achievement is the last consequence of human capital orientation. Moreover, Goal achievement represents the final stage of an operation which depends on a measure of efficient appraisals of the organization's ability to efficiently utilize resources, thereby continually maximizing profitability, market share, and long-term competitiveness (Lohapan et al., 2018). Thus, firms have increasingly prioritized human capital orientation as a strategy to enhance organizational creativity capability, and business innovation capability that relate to goal achievement. In this research, goal achievement is defined as the ability of the firm to create opportunities through business procedures, missions, visions, strategies and financial resources to realize organizational performance outcomes (Bunnoon et al., 2013).

4. Research Methods

4.1 Population and Sample Selection

In this study, hotel businesses have played an important role in contributing to the increase and expansion of economic growth in Thailand. Moreover, the hotel industry, as an integral component of transportation and tourism, holds considerable importance in local economic development. This study employs a mail survey method using a questionnaire to collect data from 1,530 four- to five-star hotel businesses in Thailand by using the simple random sampling. The data were collected from the database of the Tourism Authority of Thailand. The data collection was provided during October 14, 2024 - January 15, 2025. The mail surveys were directly distributed to key informants: human resource directors or human resource manager. As a result, 384 questionnaires were returned, of which 64 were excluded due to incomplete responses. After data cleaning, a total of 320 questionnaires were retained for analysis. The effective response rate was approximately 20.91 % ($320 \times 100 / 1530$). According to Aaker et al., (2001), a response rate greater than 20% for a mail survey, with an appropriate follow-up procedure, is considered acceptable. To assess potential non-response bias and to detect possible problems with non-response errors, a chi-square comparison of first and second wave data was conducted, considering variables such as gender, age, educational level, and work experience, by Armstrong & Overton (1977) is used.

4.2 Variable Measurement

All constructs were measured using a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree), with the exception of demographic and control variables.

Dependent Variable

Goal Achievement is the dependent variable of this study. A four-item scale was identified to assess how firm's ability to plan and operate to consistent with missions, visions, and strategies which are accepted both financial and non-financial outcomes. This measurement was developed by Bunnoon et al., (2013).

Independent Variable

Human capital orientation is the independent variable of the study. A seven-item scale was developed to investigate how firms focus on increasing the ability to learn, skills, team performance, and employee involvement to enhance the organization's goal achievement capacity. This measurement was adapted from Bryl, (2018)

Mediating Variables

Organizational creativity capability as four-item scale was introduced to measure how firms identify a novel value of strategy, process and continuously improve the operational objectives for better solutions to business and customer satisfaction. This measurement was developed by Augustina et al., (2023). Lastly, four-item scale was established to measure business innovation capability by assessing how firms to present new levels of product and high technology by effectively utilizing new ideas to understand and respond to market needs. This measurement was developed by Chaisena et al., (2019).

Control Variables

Firm age (FA) was measured by the number of years a firm has been in operation (Coad et al., 2018). In this study, firm age was represented by a dummy variable as 15 years or less = 1 and more than 15 years = 2.

Firm size (FS) was measured by the number of employees in the firm (Awan et al., 2023). In this study, firm size was represented by a dummy variable as 50 persons or less = 1 and more than 50 persons = 2.

5. Results and Discussion

Table 1: Results of Measure Validation

Items	Factor Loadings	Cronbach's Alpha
Human Capital Orientation (HCO)	0.779 – 0.868	0.906
Organizational Creativity Capability (OCC)	0.731 – 0.877	0.873
Business Innovation Capability (BIC)	0.809 – 0.894	0.824
Goal Achievement (GAC)	0.738 – 0.924	0.892

Table 1 presents the results, showing construct validity testing of factor loading scores ranging from 0.731 to 0.924. All factor loadings exceed the 0.40 cut-off as recommended by Nunnally & Bernstein (1994). Additionally, the reliability of the measurements was evaluated using Cronbach's alpha coefficients, which ranged from 0.824 to 0.906, all exceeding the 0.70 cut-off suggested by Hair et al., (2010). Therefore, the scales used in this study demonstrate internal consistency results and appropriate for further analysis.

Table 2: Descriptive Statistics and Correlation Matrix

Variables	HCO	OCC	BIC	GAC	FA	FS
Mean	4.170	3.708	3.793	4.102	1.325	1.450
S.D.	0.573	0.625	0.543	0.602	0.469	0.498
HCO	1					
OCC	0.345**	1				
BIC	0.296**	0.751**	1			
GAC	0.431**	0.542**	0.675**	1		
FA	0.025	0.041	-0.061	0.009	1	
FS	0.055	0.056	0.065	-0.023	0.418**	1

** Correlation is significant at the 0.01 level (2-tailed)

Table 2 provides the descriptive statistics and the correlation matrix for all constructs. Correlation coefficients of each main variable ranked from 0.296 to 0.751. Control variable -0.061 to 0.418, which is exceeding 0.80 (Hair et al., 2010).

Table 3: Results of Regression Analysis

Independent Variables	Dependents Variables		
	Organizational Creativity Capability	Business Innovation Capability	Goal Achievement
Human Capital Orientation	0.974*** (0.058)	0.277*** (0.051)	0.519*** (0.051)
Firm Age	0.010 (0.032)	-0.055 (0.028)	0.014 (0.028)
Firm Size	0.016 (0.034)	0.052 (0.030)	-0.034 (0.030)
Adjusted R ²	0.112	0.092	0.237
Maximum VIF	1.298	1.298	1.298

***p<0.01 Beta coefficients with standard errors in parenthesis

6. Results and Discussion

Table 3 shows the results of the regression analysis examining the relationship between human capital orientation and its outcomes. In this study, the maximum value of variance inflation factor (VIF) is 1.298, which is below the recommended cut-off score of 10 (Hair et al., 2010). This indicates that there is no multicollinearity issue among the independent variables in this research. Human capital orientation had a positive impact on organizational creativity capability ($\beta=.974$, $P < .01$). According to Sipa (2018), the findings suggest that human capital is regarded as an important factor asset in enhancing a company's value. It is not only a critical resource for business success but also serves as the basic for creating differentiation within firms. Other scholars argue that that human capital serves as an alternative means of fostering competition, which can be achieved through the implementation of strategic initiatives, operational efficiency, creativity, and the creation of added value (Galovská, 2015). Thus, human capital orientation attempts to bring to use firms' ability and deploy to gain sustainable competitive advantage and linked to organizational creativity capability. Therefore, Hypothesis 1 is supported. Furthermore, Human capital orientation had an important positive effect on business innovation capability ($\beta=.277$, $P < .01$). In this study, human capital orientation plays an important and sustainable role in skills, knowledge and experience to manage the business through new innovation and improved solutions in order to achieving long-term competitive advantage (Alqershi et al., 2021). In addition, human resources orientation has focused on processes, learning, and outcomes, it may drive firms to be able to survive and maintain the operation of an advantage in value creation for business innovation capability (Capozza & Divella, 2019). Thus, Human capital orientation had a significant positive role in determining and explaining business innovation capability. Therefore, Hypothesis 2 is supported. Lastly, human capital orientation had a significantly positive relationship with goal achievement ($\beta =.519$, $P < .01$). It

explicitly has a valuable impact on goal achievement. Human capital orientation is a key to achieving success in a firm's business operations and activities (Hidayat & Widodo, 2022). These results indicate that firm strategies using improved human capital orientation in business activities, operations, actions are essential for goal achievements in market demands, and maintaining competitiveness (Khusnah & Soewarno, 2023). Thus, human capital orientation significantly affects goal achievement. Therefore, Hypothesis 3 is supported.

Table 4: Results of Regression Analysis

Independent Variables	Dependents Variables
	Goal Achievement
Organizational Creativity Capability	0.060 (0.060)
Business Innovation Capability	0.712*** (0.070)
Firm Age	0.052 (0.024)
Firm Size	-0.064 (0.026)
Adjusted R ²	0.464
Maximum VIF	2.367

***p<0.01 Beta coefficients with standard errors in parenthesis

Table 4 presents the results of the research relationships. Organizational creativity capability had not a significant effect on goal achievement ($\beta = .060$, $p > 0.01$). Consistent with existing literature, organizational creativity capability enables firms to continually evolve and enhance their business operations and activities, thereby ensuring survival and achieving competitive performance advantages. (De Vasconcellos et al., 2019). Thus, organizational creativity capability tends to become a key in driving business success in the complex market activities (Jeong & Shin, 2019). In contrast, organizational creativity capability is not related to goal achievement. Interestingly, organizational creativity should not only focus on generating novel ideas or outcomes but also on solving organizational problems and adapting to uncertain conditions (Riaz & Hassan, 2019). Thus, organizational creativity capability not necessary to help firms to achieve their goal achievement (Phornlaphatrachakorn, 2018). In addition, there may be other factors that organizational creativity capability not affect to goal achievement, such as organizational structure, implementation of the concept, or resource constraints (De Vasconcellos et al., 2024). Therefore, Hypothesis 4 is not supported. On the other hand, business innovation capability had a significant positive effect on goal achievement ($\beta = .712$, $P < .01$). According to a study of Salfore et al., (2023) business innovation is considered to be highly important in creating a competitive advantage for the organization in the modern era, as if the organization cannot develop and change the new things, it will become difficult for that organization

to succeed in the long term. In addition, the organization must adapt to more complicated environment than before, and in this context, business innovation is an important factor for survival, and effective competitive advantage (Tian et al., 2019). Moreover, business innovation enables entrepreneurs to make strategic decisions and implement products or processes that differentiate from competitors, thereby achieving outstanding and superior competitive advantages (Azar & Ciabuschi, 2017). Thus, this study argues that business innovation capability had a positive influence on goal achievement (Parthasarathy et al., 2021). Therefore, Hypothesis 5 is supported.

7. Contributions

7.1 Theoretical Contribution

This study has aimed to investigate the effects of human capital orientation on organizational creativity capability, business innovation capability, and goal achievement. According to human capital theory of the firm, human capital orientation becomes valuable tools in assisting firms in achieving goal achievement and valuable strategic tool in enhancing competitive advantage and business performance. This research confirms and supports that human skills play a partial significant role in fostering innovation. It is posited that human skills are integrated within organizational processes, contributing to the development and emergence of innovative outcomes (Tatli, 2024). Therefore, the results that mentioned above are the supporting reasons of the human capital theory. Future research should encompass a reconceptualized literature review pertaining to organizational creativity capability and its outcomes to validate and corroborate the findings of the current study. Additionally, future research should focus on evaluating the generalizability of the findings by collecting data from a larger sample size and diverse populations to enhance the validity and reliability of the study. Similarly, may apply structural equation model in order to verification both direct and indirect effects and confirms the findings of the current study.

7.2 Managerial Contribution

For managerial contribution of this study, human capital orientation plays a significant role to determining, organizational creativity capability, business innovation capability, and goal achievement. Human capital orientation is a key driver become valuable tools, and main strategic asset of the firms in helping meet goal achievement. In addition, firms can apply human capital orientation as a strategic business for creating competitiveness in order to achieve better performance and to survive in the competitive markets and environments. Likewise, these executives also need to provide value variables, and antecedents in order to encourage the firms to achieve success of human capital orientation. Accordingly, executives should be interested in the planning of human resource management policies, employee training programs, and innovation support systems within the hotel business to support business efficiency. In summary, human capital orientation is a significant instrument for value creation in achieving effective and high performance.

8. Conclusion

Human capital orientation has become a strategic tool for determining the business operations and significant role in driving firm success across various competitive environments. Hence, the objective of this study is to investigate the effects of human capital orientation on goal achievement of hotel businesses in Thailand. Organizational creativity capability and business innovation capability are the mediators of the study. In this study, 320 hotel businesses in Thailand are the samples of the study. The results indicate that human capital orientation had a significant positive effect on organizational creativity capability, business innovation capability, and goal achievement. While business innovation capability has an important impact on goal achievement, organizational creativity capability has no influence on goal achievement. Therefore, executives of firms need to apply organizational creativity capability as a strategic tool in business operation and enhance their success in highly competitive markets and environments. Moreover, the R square in all models were low to medium. Future research should consider the moderator variable by stimulating the relationship between human capital orientation and goal achievement (i.e., business experience, and leadership style). Future research should conduct a comprehensive review of the literature to reconceptualize the relationship model, collect data from different population for testing, and other statistical techniques (i.e., Structural Equation Model) that may help increase the R square. Additionally, using mixed-method to identify key issues through more comprehensive research.

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