

The Influence Of Human Capital, Structure Capital And Relationship Capital On The Performance Of Hospitality Companies In Star Hotels In South Kalimantan

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The Influence Of Human Capital, Structure Capital And Relationship Capital On The Performance Of Hospitality Companies In Star Hotels In South Kalimantan

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Abstract

Capital and Relationship Capital on the Performance of Star Hotel Companies in South Kalimantan. The specific objectives of this research are 1. Analyzing the influence of Human Capital on Hospitality Company Performance, 2. Analyzing the influence of Capital Structure on Hospitality Company Performance, and 3. Analyzing the influence of Relationship Capital on Hospitality Company Performance.

The research method used is a quantitative approach with an explanatory type. The sample in this study was 57 general managers/hotel owners/who were given mandates by the general manager/hotel owner. Data was collected using a questionnaire, data analysis was carried out using the PLS (Partial Least Square) analysis model using the SmartPLS package computer program. The results of data processing using the PLS (Partial Least Square) analysis model using the help of the SmartPLS computer program, the results show that Human Capital, Structure Capital and Relationship Capital affect the Performance of Hospitality Companies in Star Hotels in South Kalimantan

Keywords: Human Capital, Structure Capital, Relationship Capital, Performance of Hospitality Companies

1. INTRODUCTION

The globalization of the economic sector is increasingly opening up opportunities for foreign entrepreneurs to compete in attracting local consumers. The impact of globalization causes the service industry which consists of various industries such as the telecommunications, transportation, banking and hotel industries to develop rapidly

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(Zeithaml, 2018). Along with globalization, the development of the business world in the service sector is taking place quite rapidly, especially in the hotel industry. Hotels are a business sector that is included in the Hospitality Service Industry category, namely a business sector that aims to provide accommodation or room facilities, food and beverage services or as a place to hold certain events for the community. This requires local entrepreneurs as hosts to recognize consumer behavior and then adapt the company's capabilities to their needs

Lodging or hotel business players, especially those in South Kalimantan and East Kalimantan, seeing these opportunities, of course must respond quickly to all changes in the fast-moving business world, this is supported by the announcement from the President of the Republic of Indonesia, Ir. Joko Widodo Monday 26 August 2019 stated that East Kalimantan is the new capital of the Republic of Indonesia. Indirectly, South Kalimantan and East Kalimantan function as buffer cities for the new capital of the Republic of Indonesia. The results of the survey by the Central Statistics Agency of South Kalimantan and East Kalimantan Provinces on hospitality service companies/businesses from 2016 to 2022 can be seen in the following table.

Table 1. Number of Star and Non-Star Hotels in South Kalimantan

Year	Star Hotel	%	Non Star Hotels	%
2016	45	15,1	254	84,9
2017	46	14,3	276	85,7
2018	49	15,4	269	84,6
2019	54	15,6	293	84,4
2020	56	13,3	365	86,7
2021	56	14,0	349	86,0
2022	57	12,74	404	87,26

Source: BPS South Kalimantan, 2023

Table 1 provides information that the growth of star and non-star hotels is always increasing, but in terms of the number of star hotels it is far behind. The trend for star hotels in South Kalimantan from 2016 to 2022 continues to increase every year, but non-star hotels experience an up and down trend every year. This research will focus on star hotel companies which currently have great potential to develop to serve tourists who come to South Kalimantan Province. Apart from that, star hotels have a better classification in providing facilities and services





The phenomenon of problems and challenges faced, as a result of the increasing complexity and dynamics of the business environment, makes hoteliers in South Kalimantan have to be astute in developing the performance of the hotel companies they manage. Efforts to survive and be able to win increasingly competitive competition require hoteliers to be able to formulate business strategies so that they have a competitive advantage. The competitive advantage of the company in question is that it can develop, maintain its business position and get more opportunities from the business it runs. The performance of star hotel companies in South Kalimantan requires a good strategy to compete in the same business, efforts that can be made include developing the intellectual capital of its employees.

The performance of an organization can be measured based on human resource performance and financial performance, by looking at aspects such as job satisfaction, employee commitment or loyalty within the company, product quality, productivity and financial strength (Wang, 2005). Research (Hery, 2018) states that there are differences in how organizations achieve optimal business performance in implementing quality strategies. Hotel organizations take different approaches to implementing service quality strategies, so that these differences give rise to "styles of (strategy) implementation".

In order for the hotel business to remain sustainable, hoteliers must be able to survive in a competitive environment. The competitive environment requires hoteliers to innovate so that organizations become increasingly aware that their physical and financial assets are not capable of generating sustainable competitive advantage, by understanding the permissible assets that allow value to be created for their products and services. So that the performance of the hotel business will improve by making improvements or changes to Intellectual Capital.

Intellectual capital is a collection of intangible resources that interact to produce added value (Bontis N., 1998). In other words, intangible resources are non-physical factors that contribute to the creation of value in the company. These resources have no visible connection with employee knowledge and competence, customer relationships, relationships with other stakeholders, organizational culture, working conditions, values. The next research conducted by (Baron R. A., 2011) showed that intellectual capital had an insignificant influence on hotel performance in Serbia. These 2 (two) studies had differences in location, number of samples, and different analysis test tools.

According to (Wang, 2005), his research explains that elements of intellectual capital directly influence business performance, with the exception of human capital. Human





resources indirectly influence performance through three other elements: innovation capital, process capital and customer capital. Other research such as Zeglat, 2013) the results of this research have different implications for academics and practitioners in the hotel industry. Academics have traditionally been very interested in how intellectual capital influences organizational performance. Furthermore (Bontis N. J., 2015) conceptually, the impact of intellectual capital on company performance is clear and logical, but practically, this relationship cannot be fully confirmed in every economy and industry. In addition, research shows that investing in intellectual capital does not always require adequate capital. Research conducted in countries that invest significantly in intellectual capital.

Good intellectual capital must of course be balanced with a strong organizational culture in order to be able to have a big influence on business performance. Organizational culture has the power to influence the way employees behave, the way they describe their work, the way they work with colleagues, and the way they view the future with broad insight determined by their norms, values and beliefs. Sometimes the culture is fragmented and difficult to read from the outside. Organizational culture can also be very strong and potent, so that every employee knows the company's goals and works to achieve them

2. LITERATURE REVIEW

2.1 Human Capital

Human Capital is a source of knowledge that is very useful for individuals and organizations, including skills and competencies in an organization or company. In companies, Human Capital is used to reflect the company's collective ability to produce the best solutions based on the knowledge and abilities possessed by each individual in the company. Human Capital can increase if a company is able to use the knowledge and abilities possessed by its employees.

According to (Schermerhorn, 2005) also states that Human capital can be interpreted as the economic value of human resources related to abilities, knowledge, ideas, innovation, energy and commitment. The purpose of Schermerhon's theory is that Human Capital, using new abilities and ideas, can become economic value for the company. So that companies are not fixated only on results or achievements in determining the economic value of the company.

According to (Gaol, 2014) states that Human Capital is knowledge, expertise, abilities and skills that make humans or employees the capital or assets of a company. What this means is that if in a company an employee is used as profit capital, the company will get





greater profits than if a company only considers an employee as a resource or human resource. By relying on expertise, abilities and skills, an employee can use other resources.

Human capital is the lifeblood of intellectual capital. Where human capital is a source of innovation and development, it is also a component that is difficult to measure. According to (Baron R. A., 2011) human resources refer to employee skills or knowledge, knowledge and experience that are shared with their organization to add value. Human capital shows the company's ability to produce the best solution based on the knowledge possessed by the company's members. Human Capital will increase if the company is able to utilize the knowledge competency of its human resources.

2.2 Structure Capital

According to (Baron R. A., 2011) Structural capital is the company's ability to fulfill company habits and structures that support employee efforts to produce optimal performance, for example: company operational systems, organizational culture, management philosophy and all intellectual property in the company. Employees have high intellectuality, but the company has systems and procedures that are not good enough to achieve optimal performance.

Structural capital is support for an organization or company's efforts to achieve overall business performance, including company operating systems, manufacturing processes, organizational culture, management philosophy, and all forms of intellectual property. Ability to implement the company's daily processes and structures (Djampagau, 2020). Structural capital is the link between human capital and intellectual capital. Even though members of an organization have high abilities and competencies, if they are not supported by adequate facilities for members of the organization to be able to deepen and apply all the knowledge they have, then these abilities will not produce intellectual capital.

2.3 Relationship Capital

According to (Baron R. A., 2011) the intellectual capital component produces real value. Relationship Capital is a balanced relationship that a company has with parties that collaborate with the company. Other parties related to the company, the government and the community around the company. Relationship Capital comes from various company environments which can increase profits for the company.

Relational capital or also called Relationship Capital, external capital is a network related to the company (Djampagau, 2020). Meanwhile (CIMA), 2006) defines Relationship





Capital as all resources related to the company's external relationships - with customers, suppliers or partners in research and development. Relationship Capital plays a very important role in innovation capability where relational capital has a positive impact on innovation capability. This component is a collection of economic, political and institutional relationships developed and enforced between universities and non-academics, companies, non-profit organizations, local governments and society in general (Ihyaul, 2019).

2.4 Performance

According to (Mangkunegar, 2013) company performance is the result of work that can be achieved by an employee in terms of quantity and quality in carrying out tasks in accordance with their responsibilities. According to the business and management dictionary, performance is defined as the real results achieved, sometimes used to show the achievement of positive results (Tunggal, 1995) in (Hernendiastoro, 2005). Company performance is basically the result achieved by a company by managing existing resources within the company as effectively and efficiently as possible in order to achieve the goals set by management (Harianto and Sudono, 1998) in ((Hernendiastoro, 2005).

According to (Ehrenberg, 1999) suggests that expressions such as output, performance, efficiency, effectiveness are often associated with productivity. Productivity itself is the ratio of output to input. There are even those who look at performance by emphasizing efficient value, which is defined as the ratio of output and input, while efficient measurement replaces determining the outcome. Apart from efficiency, productivity is also associated with output quality which is measured based on several predetermined standards

All company performance should be evaluated every certain period. Company performance is the result of management activities. Company performance can be measured through financial information and non-financial information. Performance assessments need to be carried out to find out how far an organization is from achieving its goals. Company performance according to (Wang, 2005) says that to measure the performance of an organization, namely based on human resource performance and financial performance, by looking at aspects such as job satisfaction, employee commitment or loyalty within the company, product quality, productivity and financial strength. According to (Jauch, 1998) states that performance can be seen from indicators, namely quantitative and qualitative.



3. RESEARCH METHOD

This research was conducted to analyze the influence of Human Capital, Structure Capital and Relationship Capital on the Performance of Star Hotel Companies in South Kalimantan. Researchers use a quantitative approach which can be interpreted as a research method based on the philosophy of positivism, used to research certain populations or samples with sampling techniques which can generally be classified, data collection using research instruments, quantitative/statistical data analysis with the aim of testing hypotheses which has been determined (Sugiyono, Metode Penelitian Kuantitatif, Kualitatif, dan R&D, 2019).

According to (Sugiyono, Metode Penelitian Kuantitatif, Kualitatif, dan R&D, 2019) the sample is part of the number of characteristics possessed by the population. This sampling is carried out if the research has a large population and there are limitations in conducting the research. The sampling criteria must be truly representative, so that the data taken can represent the entire population. Meanwhile (Arikunto, 2006) says the sample is part of the population (a portion or representative of the population studied). The research sample is a portion of the population taken as a data source and can represent the entire population. The technique used to take samples in this research was accidental sampling. According to (Sugiyono, Metode Penelitian Kuantitatif, Kualitatif, dan R&D, 2019) accidental sampling is taking respondents as samples based on chance, that is, anyone who meets the researcher by chance can be used as a sample if the person they happen to meet is suitable as a data source. The samples taken in this study were 57 GMs/Star Hotel Owners/someone who was given a mandate by the GM/hotel owner).

Data collection techniques are the methods used by researchers to obtain data in a study. In this study, researchers used data collection techniques by means of questionnaires. The data analysis technique that will be used to test this research uses the Partial Least Square (PLS) method. PLS is a full power analysis method which is not based on many assumptions. The PLS approach is distribution free (does not assume certain data, which can be nominal, category, ordinal, interval and ratio) (Ghozali, 2015). PLS uses a bootstrapping or random doubling method where the assumption of normality will not be a problem for PLS. Apart from that, PLS does not require a minimum number of samples to be used in research, research that has a small sample can still use PLS. PLS is classified as a nonparametric type, therefore PLS modeling does not require data with a normal distribution (Husain, 2015)..



4. RESULT AND DISCUSSION

Testing the inner model or structural model in principle tests the influence between one latent variable and other latent variables, both exogenous and endogenous. It can also be said to test a hypothesis between one latent variable and another latent variable. The test was carried out by looking at the percentage of variance explained, namely: R² for the dependent latent variable which was modeled to get the influence of the independent latent variable using the stone-geisser Q square test measure, as well as looking at the magnitude of the structural path coefficient. The stability of this estimate was tested using t-statistics obtained through a bootstrapping procedure (Wiyono, 2011)..

4.1 Structural Model Evaluation

Hypothesis testing in this research was carried out after going through three (3) stages of outer model testing (validity and reliability). The third structural model has fulfilled all the outer model requirements so that it can proceed to inner model testing or hypothesis testing of the influence between variables. In SEM PLS, hypothesis testing (inner model) is to determine the influence between variables which is marked by the direction of the arrow from the variable to another variable (blue round shape). Path coefficients are the path coefficient values or the magnitude of the influence of latent variables. In the PLS structural model, the magnitude of the influence (path coefficients) is written on each arrow from one latent variable to another latent variable. The greater the value of the path coefficients, the greater the influence and vice versa



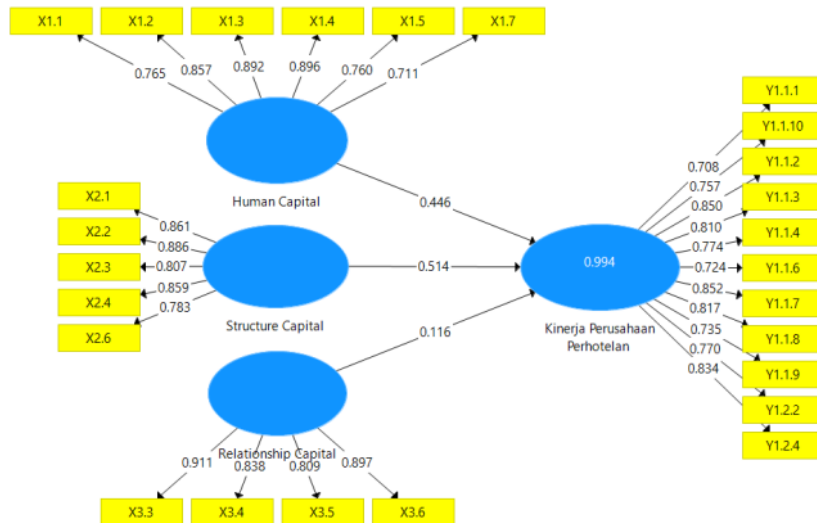


Figure 1. Path coefficients of structural model 3

Source: smartPLS output (2024)

The path coefficient values as in Figure 1 are presented again in the form of table 2 below.

Table 2. Structural model path coefficients

No	Konstruk	Human Capital	performance	Relationship Capital	Structure Capital
1	Human Capital	0,817			
2	performance	0,921	0,786		
3	Relationship Capital	0,789	0,873	0,865	
4	Structure Capital	0,746	0,938	0,789	0,840

Sumber: Output smartPLS (2024)

Path Coefficients only show the magnitude of the influence between variables and do not provide evidence whether the influence between variables is significant or not. Testing whether significant or not significant between variables in PLS was carried out by comparing the statistical t value with a 5% t significance of 1.96 (Hair et. al, 2011). The inner T count of

the PLS structural model was obtained using the bootstrapping method. The results of the t statistical calculation are shown in Figure 2.

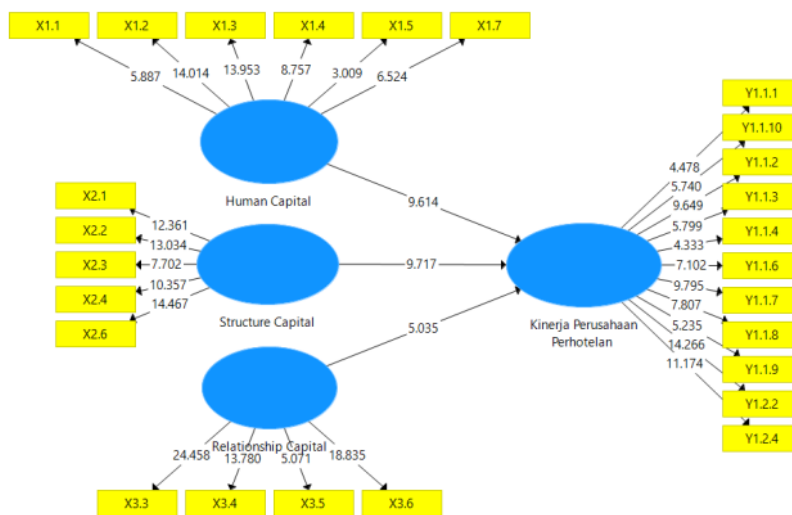


Figure 2. Bootstrapping model t-statistical value

Source: smartPLS output (2024)

Testing whether or not the partial influence of each exogenous variable is significant on the endogenous variable is carried out by comparing the calculated t statistical value with t significance. If the T-statistic is higher than the significance T value, it means the hypothesis is supported or accepted. This research uses a confidence level of 95 percent or significant level = 5%, so the significance T value for the two-tailed hypothesis is 1.96 (Hair et. al, 2011).

Table 3. Path coefficients and t-statistics: inner structural model

No	Influence between variables	Koefisien	t	P values	Decision
1	Human Capital -> Performance of Hospitality Companies	0,446	9,614	0,000	Significant
2	Structure Capital -> Performance of Hospitality Companies	0,116	5,035	0,000	Significant



No	Influence between variables	Koefisien	t	P values	Decision
3	Relationship Capital -> Performance of Hospitality Companies	0,514	9,717	0,000	Significant

Source: smartPLS output (2024)

The data presented in table 3 above can be interpreted by looking at the path coefficient value³ which indicate the coefficient of influence between variables. Next, to find out the level of significance of the relationship between variables, namely by looking at the statistical values. If the t-statistic value > t-table then the results are significant (Hair et. al, 2011). The t-table value can be determined by calculating the degree of suitability formula. Based on the calculation of the degree of suitability formula which has been carried out using a significant level of 5% (one-tailed) or a confidence level of 95%, it can be seen that the t-table is 1.96.

The first hypothesis testing was carried out to test the influence of human capital on hotel company performance. Proving whether there is a significant influence is carried out¹³ comparing the t-statistical value resulting from bootstrapping with a t-significance of 5%. Based on the test results, it is known that the calculated t value > t statistic is: 9.614⁶ 1.96 or the sig value. 0.000 < 0.05. It can be concluded that human capital has proven to have a significant influence on the performance of hotel companies at star hotels in South Kalimantan. Thus, the first hypothesis is accepted as true.

The second hypothesis testing was carried out to test the influence of structural capital on the performance of hotel companies. Proving whether there is a significant influence is carried out by¹³ comparing the t-statistical value resulting from bootstrapping with a t-significance of 5%. Based on the test results, it is known that the calculated t value > t statistic is: 5.035 > 1.96 or the sig value. 0.000 < 0.05. It can be concluded that structural capital has proven to have a significant effect on the performance of hotel companies at star hotels in South Kalimantan. Thus, the first hypothesis is accepted as true.

The third hypothesis testing was carried out to test the influence of relationship capital on hotel company performance. Proving whether there is a significant influence is carried out by co¹³mparing the t-statistical value resulting from bootstrapping with a t-significance of 5%. Based on the test results, it is known that the calculated t value > t statistic is: 5.035 > 1.96 or the sig value. 0.000 < 0.05. It can be concluded that relationship capital



6 has proven to have a significant effect on the performance of hotel companies at star hotels in South Kalimantan. Thus, the first hypothesis is accepted as true.

4.2 Evaluation of Goodness of Fit structural model

Testing the inner model or structural model in principle tests the goodness of fit of the structural model and continues with testing the influence between one latent variable and other latent variables, both exogenous and endogenous. The structural model must meet the goodness of model criteria of various commonly used measures.

1. Coefficient of determination (R-Square)

The predictive power of the structural model can be measured using R Square (R²). The use of R Square (R²) to explain the influence of certain exogenous latent variables on whether endogenous latent variables have a certain influence. The R Square (R²) values with scores of 0.67, 0.33 and 0.19 indicate that the model is strong, moderate and weak (Ghozali, 2015). The R Square (R²) value is contained in table 4.

Tabel 4. R-Square dan Adjusted R-Square model

No	Variable	R Square	Adjusted R Square
1	Performance of Hospitality Companies	0,994	0,994

Sumber: Output smartPLS (2024)

From the results of the R Square analysis, it shows that the variation in hotel company performance is determined by human capital, structural capital and relationship capital by 99.4%, the remaining 0.6% is varied by other variables that are not included in this research model. The contribution of human capital, structural capital and relationship capital to the performance of hotel companies is in the substantial (strong) category.

2. Goodness of Fit (GoF)

to find out the Goodness of Fit index. The Goodness of Fit or GoF index developed by (Tenenhaus, 2004) is used to evaluate measurement models and structural models and in addition provides a simple measurement of the overall model predictions. The GoF value criteria are 0.10, 0.25 and 0.36 which indicate that GoF is small, GoF Medium and GoF Large (Ghozali, 2015).. The GoF value can be seen in table 5 below

Table 5. R Square and Communality Index Model

No	Variabel	R Square	Communality
1	Performance of Hospitality Companies	0,994	0,891

Sumber: Output smartPLS (2024)

Next, to determine the goodness of fit (GoF) structural model, hotel company performance variables are calculated using the square root of the average communality index and average R Square values, as follows:

$$\begin{aligned} \text{GoF} &= \sqrt{0.994 \times 0.891} \\ &= \sqrt{0.885} \\ &= 0,940 \end{aligned}$$

The greater the GoF value, the more appropriate the model depiction. The GoF value category according to (Wiyono, 2011) is divided into three, namely 0.1 (weak), 0.25 (moderate), and 0.36 (large). A GoF value of 0.940 is interpreted as a large GoF, meaning that the measurement model (outer model) with the structural model (inner model) is feasible or valid.

5. CONCLUSION

Based on the results, analysis and discussion, the conclusions of this research are as follows:

- Human Capital has a significant influence on the Performance of Hospitality Companies in Star Hotels in South Kalimantan
- Structure Capital has a significant effect on the Performance of Hospitality Companies in Star Hotels in South Kalimantan
- Relationship Capital has a significant effect on the Performance of Hospitality Companies in Star Hotels in South Kalimantan

Suggestions that can be given for further research are:

- Hotel companies need to provide training that suits employee needs, such as training in customer service, time management, communication skills, and technical skills related to the hotel industry.
- Hotel companies need to develop and maintain technology such as technology that supports hotel operations, such as property management systems (PMS), online



reservation systems, financial management software, and information technology security solutions to protect guest data.

3. Hotel companies need to strengthen cooperation with Travel Agents and Online Bookers so that utilization expands marketing reach and increases hotel visibility.

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