

Consequences of Social Capital on Hotel Performance, RBV Theory Insight

Alpharetta Cahya Rintan Ramadhany¹, Aflit Nuryulia Praswati^{2*}
{ alpharettacahyarr1@gmail.com¹, anp122@ums.ac.id² }

Management, Faculty of Economic and Business, Universitas Muhammadiyah
Surakarta^{1,2}

Abstract. The social capital of employees is of utmost importance in the business world as it determines business success. Beyond its significance, social capital also influences the sharing of knowledge and innovative abilities. Knowledge sharing pertains to providing task-related information and solutions to problems. Innovation capability involves employees' ability to create ideas. Therefore, this study examines the impact of employee social capital on company performance, mediated by knowledge sharing and innovation capability. Based on social capital, knowledge exchange, and creativity ability, the company's performance is improved by using the Resources-Based View perspective as the basis. Data from 112 hotels in Central Java were processed using SmartPLS3. Previous research indicates that changes in the business environment related to social capital can drive company excellence through knowledge sharing and innovation capability. This research contributes to the development of social capital as a leveraged resource for company performance.

Keywords: Knowledge Sharing, Innovation Capability, Performance, Social Capital

1. Introduction

In recent years, competition in the hospitality sector in Indonesia has intensified, especially in Java. It was recorded that in 2021 there were 336-starred hotels in Central Java and 1,690 non-starred hotels [1]. At this time the number of hotel visitors is fairly up and down. It was recorded in December 2021 that hotel visitors staying at star hotels in Indonesia were 51.57%. This percentage is 10.78 points higher than the previous year which was 40.79%. Star hotel visitors also increased by 3.74 points compared to the previous month. In November 2021, starred hotel visitors were recorded at 47.83%. Based on the classification, the majority of star hotels experienced an increase in visitors in December 2021. Visitors to 5-star hotels experienced the highest annual increase, namely 15 points to 53.43%. Only 1-star hotels experienced an annual decline in December 2021. The figure dropped 0.13 points to 27.95% [2]. In an increasingly competitive environment, Indonesia's hospitality industry faces tough challenges, such as determining the location of the hotel and whether the location is profitable, How to utilize technology, human resources, and visitor satisfaction are very diverse.

One of the keys to the success of an industry lies in the social capital of its employees. Employees must have in-depth knowledge and the ability to create new ones. This is important to support visitor satisfaction. Social capital can be understood as a strategic resource. Social

capital consists of three dimensions: structure, relationships, and perceptions. information is considered very important as a competitive advantage for organizations in a knowledge-based economy[3]. Knowledge sharing stimulates cognitive processes that explain, provide new insights to employees, and suggest solutions to workplace challenges. someone who has knowledge, information, and ideas at work, will be more likely to act creatively [4]. Innovation is a company's ability to transform itself, integrating skills and resources to stimulate innovation[5]. This review pays special attention to the theoretical sources of RBV. In theory, RBV aims to obtain research results that can be applied to improve business performance. Employee service-based resources aimed at guest satisfaction to improve performance are important in a business. Therefore, the service industry is trying to attract tourists, especially hotels operating in the Central Java region.

The study of workers' social capital is an interesting question to study because some research results provide different results. The results of previous studies show that social capital has a positive effect on innovation, thus affecting performance [6]. And there is also previous research that shows that relational capital has a negative effect on knowledge production in a company, In the study used 917 samples and the bootstrap confidence interval (CI) method [7]. In the findings found in previous studies, there are differences in positive and negative results in knowledge sharing, social capital, innovation capacity, and performance. Due to the different results of previous studies, I am interested in conducting this research on social capital, innovation capacity, knowledge sharing, and performance. Respondents in this study were hotel employees in Central Java.

2. Literature Review and Hypothesis

2.1 Resources Based View Theory (RBV)

This research uses Resource-Based Theory (RBV) as the grand theory. Resource Based View (RBV) is a view that applies the basis of competitive advantage where the main thing lies in a set of tangible or intangible assets[8]. In RBV theory, the goal is to obtain research results that can be applied to improve business operations from external factors such as potential information. Resources based on employee services that aim to provide satisfaction for visitors to improve performance[8]. Therefore, the service industry is trying to attract visitors, including hotels operating in the Central Java region. To find out the development of the hotel, it is necessary to study empirically the extent of the influence of social capital, innovative ability, and knowledge sharing on the performance of hotel employees. This research is based on RBV. The following are views according to several previous authors who discussed the theory: RBV theory states that resources and capabilities are the main sources of corporate profitability. Concerning functional management, it states that the real performance of the organization will be reflected in the performance of various functional management functions properly in an organization[9]. From the RBV perspective, social capital is an important intangible resource for companies, where ownership of social capital allows companies to implement business strategies that are not easily copied by competitors [10]

2.2 Social Capital

Social capital is defined as the ability of people to work together so as to achieve common goals in different groups[11]. Social capital can be studied through three aspects: social cognitive capital, social-relational capital, and social structural capital[12]. Social capital illustrates the interaction between companies [13]. Companies with a cognitive model can extract information in an interactive process, which then stimulates the innovation ability of an

employee. Social cognitive capital facilitates knowledge exchange and thus enhances the ability to innovate. Strong social relationship capital ensures the quality and efficiency of equal information flow. Interactions between firms help them update their knowledge for innovation. Social structural capital identifies the interests associated with firms and reflects the relationships between them [14]. The relationships in question can be in the form of cooperation agreements made to increase innovation in an organization[12]. Effectiveness in business is achieved through the ability to recognize collaborative resource innovations that are carried out effectively and efficiently according to RBV theory. Information trust and social capital to control the core business through innovative capabilities are indispensable to improving company performance[15]. Therefore, because of the relationship between social capital and the ability to innovate, share knowledge and performance, tools are needed to manage the availability of activity resources to generate profitable partnerships in the hospitality industry [16].

H1: Positive and significant social capital is related to innovation capability

H2: Positive and significant social capital is related to knowledge sharing

H3: Positive and significant social capital is related to performance

2.3 Innovation Capability

Innovation is defined as a process that produces novel ideas to increase an organization's ability to compete. This facilitates the process of articulating intent to achieve the goal of organizational synergy that is of high priority[17]. Innovation capability is considered essential for organizational success[18]. It is considered important because it can provide and maintain additional competitive products and execute the overall strategy[19]. that the ability to innovate affects performance[20]. Not only that, but social capital also improves business performance by developing cooperation and facilitating knowledge sharing which results in increased intellectual capital, which improves business performance through increased innovation. So it can be concluded that there is a relationship between the ability to innovate on performance and the ability to innovate can mediate social capital with performance [21].

H4: Positive and significant innovation capability is related to performance

H5: Innovation capability mediates Social Capital on Performance

2.4 Knowledge Sharing

In social capital, knowledge allows the creation of interactive relationships between different individuals, which enables the transfer and development of corporate knowledge[22]. Companies get external information in this way, and sharing information can be the right solution to many problems. Knowledge sharing may be defined as a procedure whereby the two lead organizations evaluate their understanding, knowledge expansion, and performance. This also has an impact on the organization. Because there is an exchange of information between employees of the organization[23]. Information exchange increases knowledge about the organization thereby improving organizational performance[24]. So knowledge sharing affects performance, and this also has an impact on the organization. It can be concluded that knowledge sharing has a relationship to performance and can mediate between social capital and performance [25].

H6: Positive and significant Knowledge Sharing is related to Performance

H7: Knowledge Sharing Mediates Social Capital on Performance

2.5 Performance

Organizational change plays a role and has a positive influence on employee and organizational performance[26]. To improve organizational effectiveness, social capital needs to incorporate the business context into their communication processes. The efficiency achieved in resources, which comes from the ability to evaluate innovation, is based on the RBV theory, which is a business strategy. Efficiency can be achieved through collaborative work as an active management strategy driven by information needs. Relative needs and social understanding can be a very strong business foundation and provide profitable results [16].

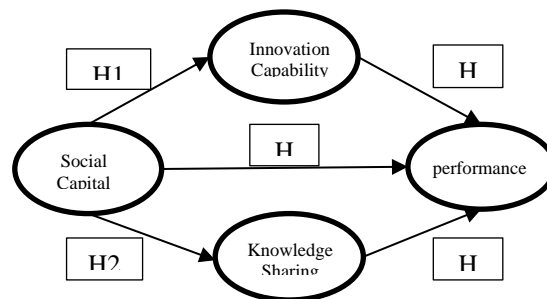


Fig. 1. Conceptual Model

3. Research Methods

Quantitative research methods were used in this study. The theory is based on people's interpretation and understanding of how the world works. The utilized sampling technique is purposive sampling, which is used to determine samples based on the given criteria[16]. The sample is people who work as hotel employees in Central Java. The data used in the research is primary data. The method used is a survey using a questionnaire distributed through social media such as WhatsApp, etc. Kuesioner is an effective data collection tool for obtaining response-related feedback from respondents. The scale used in this study is a Likert scale that is intended to estimate some significant thresholds for responding positively or negatively. The answer options for the questions are made on a Likert scale of one to five. Scale one is the lowest scale with a Strongly Disagree (STS) statement, Scale two has a Disagree (TS) statement, Scale three is a Neutral (N) option, Scale four is the second highest scale with an Agree (S) statement, and Scale five is the highest scale option with a Strongly Agree (SS) statement.

4. Result And Discussion

This study took 112 hotels and then analyzed them with the Smart PLS 3.2 application. Outer Model Analysis

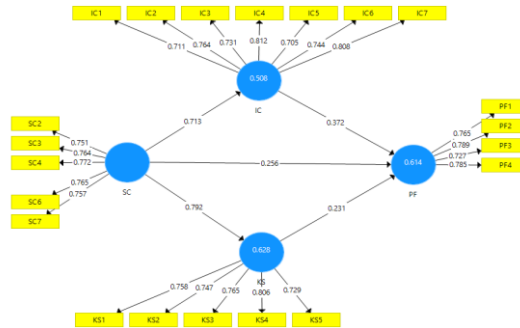


Fig. 2. Outer Model

4.1 Convergent Validity

Table 2. Outer loading value

Variable	Indicator	Outer Loading
Social Capital	SC 2	0.751
	SC 3	0.764
	SC 4	0.772
	SC 6	0.765
	SC 7	0.757
Innovation Capability	IC 1	0.711
	IC 2	0.764
	IC 3	0.731
	IC 4	0.812
	IC 5	0.705
	IC 6	0.744
	IC 7	0.808
Knowledge Sharing	KS 1	0.758
	KS 2	0.747
	KS 3	0.765
	KS 4	0.806
	KS 5	0.729
Performance	PF 1	0.765
	PF 2	0.789
	PF 3	0.727
	PF 4	0.785

Source: Primary Data (2023)

Table 2, all variables and indicators meet the validity and reliability test requirements. Each indicator variable has an outside loading threshold of more than 0,7, indicating that the variable is either reliable or legitimate[27]

Table 3. Average Variance Extracted Value

Variable	Average Variance Extracted	Description
Social Capital (SC)	0.580	Valid
Innovation Capability (IC)	0.570	Valid
Knowledge Sharing (KS)	0.580	Valid
Performance (PF)	0.588	Valid

Source: Primary Data (2023)

The AVE value in Table 3 has met the requirements > 0.5 so that all variables are valid in the discriminant validity test[27].

4.2 Discriminant Validity

Table 4. Cross Loading

Indicator	SC	IC	KS	PF
SC2	0.751	0.457	0.535	0.487
SC3	0.764	0.622	0.602	0.570
SC4	0.772	0.531	0.581	0.571
SC6	0.765	0.597	0.685	0.509
SC7	0.757	0.488	0.604	0.540
IC 1	0.507	0.711	0.487	0.482
IC 2	0.596	0.764	0.588	0.482
IC 3	0.437	0.731	0.493	0.467
IC 4	0.535	0.812	0.591	0.607
IC 5	0.550	0.705	0.593	0.551
IC 6	0.534	0.744	0.558	0.573
IC 7	0.587	0.808	0.599	0.645
KS 1	0.670	0.541	0.758	0.539
KS 2	0.465	0.586	0.747	0.507
KS 3	0.591	0.565	0.765	0.486
KS 4	0.633	0.641	0.806	0.580
KS 5	0.629	0.501	0.729	0.580
PF1	0.550	0.608	0.643	0.765
PF2	0.589	0.505	0.552	0.789
PF3	0.494	0.601	0.515	0.727
PF4	0.522	0.500	0.446	0.785

Source: Primary Data (2023)

According to data in Table 4, it can be inferred that every indicator of a variable that is being evaluated has a cross-loading ratio that is much higher compared to the variable being evaluated, as compared to the ratio of the cross-loading of the other variables. According to the results, it can be concluded that each indicator from the study has good discriminant validity when the variables are being used one after the other.

5 Reliability Test and Cronbach Alpha

Table 5. Composite Reliability & Cronbach Alpha

Variable	Composite Reliability	<i>Cronbach's Alpha</i>
Social Capital	0.874	0.820
Innovation Capability	0.902	0.874
Knowledge Sharing	0.873	0.819
Performance	0.851	0.767

Source: Primary Data (2023)

In Table 5, every variable has a Composite Reliability of greater than 0.07. This indicates that all variable constructions exhibit composite reliability, allowing the conclusion to be drawn that all variables have high reliability. In contrast, the current study's nilai Cronbach's alpha for every variable is greater than 0,6, which indicates that the study's nilai Cronbach's alpha meets the standard so that every reliable construction can be identified. Data are valid and can be reconstructed because of composite reliability and nilai Cronbach's alpha, which reduce bias[27].

5.1 Inner Model Analysis

5.1.1 Coefficient determination (R2)

Table 6. R-Square Value

	R-Square	Adjustable R-Square
Innovation Capability	0.508	0.503
Knowledge Sharing	0.628	0.625
Performance	0.614	0.604

Source: Primary Data (2023)

Table 6. R-squared. Shows the influence of social capital variables on innovative ability with a value of 0.508 or 50.8% so it can be said that the relationship is moderate. The influence of social capital variables on knowledge sharing is more than or equal to 0.628 or 62.8%, so it can be assumed that the relationship is moderate. The last one used to determine the effect of social capital variables on productivity is with a value of 0.614 or 61.4%, so it can be concluded that the relationship is moderate.

5.1.2 Hypothesis Testing and Discussion

a. Direct Effect

Table 7. Path Coefisien (Direct effect)

	Hypothesis	Original Sample	T-Statistic	P Values	Description
SC -> IC	H1	0.713	17.777	0.000	Positive Significant
SC -> KS	H2	0.792	21.803	0.000	Positive Significant
SC -> PF	H3	0.256	2.004	0.046	Positive Significant
IC -> PF	H4	0.372	3.454	0.001	Positive Significant
KS -> PF	H5	0.231	1.819	0.069	Negative Significant

Source: Primary Data (2023)

The initial hypothesis questions whether social capital affects innovation ability. Table 7 shows that the t-statistic is 17.777 and the p-value is 0.000. The statistical value > 1.96 and p-value < 0.05 indicates that the hypothesis is accepted. Social capital is the most important factor affecting employees' ability to innovate. This research is consistent with research [28] that social capital has a positive and significant effect on innovation capability. So H1 is supported.

The second hypothesis questions whether social capital affects knowledge sharing. Table 7 states that the t-statistic value is 21.803 and the p-value is 0.000. The statistical value > 1.96 and p-value < 0.05 indicates that the hypothesis is accepted. If employees use social capital continuously, it can affect knowledge sharing between employees. This research is related to research conducted by [25] which states that social capital has a positive and significant effect on knowledge sharing. So H2 is supported.

The third hypothesis questions whether social capital affects performance. In Table 7, the t-statistic value is 2.004 and the p-value is 0.046. The statistical value > 1.96 and the p-value < 0.05 indicate that the hypothesis is accepted. If an employee uses social capital consistently, it can improve the quality of employee work. This research is consistent with research [25] So H3 is supported.

The fourth hypothesis questions whether innovation ability affects performance. In Table 7, the t-statistic value is 3.454 and the p-value is 0.001. The statistical value > 1.96 and the p-

value < 0.05 indicate that the hypothesis is accepted. H. High innovation can improve employee performance. This research is consistent with research [25]. So H4 is supported.

This fifth hypothesis questions whether information sharing affects performance. In Table 7, the t-statistic value is $1.819 < 1.96$ and the p-value is $0.069 > 0.05$. From this it can be concluded that the more often employees share information with other employees, the more their performance will decrease. This research is consistent with research [29]. So H5 is rejected.

b. Indirect Effect

Table 8. Indirect Effect

	Hypothesis	Original Sample	<i>T-Statistic</i>	<i>P Value</i>	Description
SC -> IC -> PF	H6	0.265	3.165	0.002	Positive Significant
SC -> KS -> PF	H7	0.183	1.819	0.070	Negative Significant

Source: Primary Data (2023)

The sixth hypothesis questions whether innovation ability can mediate the relationship between social capital and performance. Based on Table 8, the t-statistic value of social capital is about 3.165 greater than 1.96 with a p-value of 0.002 less than 0.05. Innovation ability can effectively mediate social capital related to performance. If one's capacity to innovate is also strong, it increases employee productivity. This research is consistent with research [28], so H6 is supported.

The seventh hypothesis questions whether knowledge sharing can mediate the relationship between social capital and performance. Based on Table 8, the t-statistic value of social capital is 1.819 less than 1.96 and the p-value is greater than 0.05. Thus, it can be concluded that the relationship between social capital and performance cannot be partially mediated by knowledge sharing. This study is consistent with the research of [30] therefore H7 is rejected.

6. Conclusion

Based on the above research, it is concluded that social capital affects the ability to innovate, and share knowledge, and performance, the ability to innovate affects performance, knowledge sharing has no effect on company performance. Innovation can mediate the relationship between social capital and performance, while knowledge sharing cannot mediate the relationship between social capital and performance. The current research can lead to the development of new research on the topic of strategic management based on resources that must be done with skills to increase business productivity, as well as provide a foundation for future research regarding the application of strategic management of RBV theory. The impact of this research is that social capital, the ability to innovate and share knowledge, greatly affects organizational performance. The existence of strong social capital can increase the exchange of knowledge between employees and then strengthen the ability of employees to make changes or innovations. An organization that can create and share knowledge effectively often has higher innovation capabilities. Innovation can be applied in the development of new services then it will affect the performance of an organization. Based on the research results,

there are suggestions for future research, it is recommended to use qualitative or mixed test methods to obtain better results in improving the performance of the hospitality industry by evaluating social capital, innovative ability, and knowledge sharing in other provinces. It is recommended that the survey be conducted with a larger number of respondents who have different characteristic responses to increase the reliability of the survey results.

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