

Research Article

Role of Strategic HRM as Mediator of Intellectual Assets and Knowledge Sharing of Hotel Performance in West Java

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Abstract.

In addition to examining the factors affecting organizational performance and hotel performance, this research aims to investigate the relationship between knowledge sharing and intellectual assets and hotel strategic human resource management (HRM). To create a robust knowledge culture, strategic HRM and hotel management should collaborate. This can be accomplished by holding team meetings, workshops, employee development programs, and discussion forums to promote cooperation and knowledge exchange among staff members. Maintain a competitive edge in the hospitality sector, while offering visitors outstanding service. This research was done using quantitative methods. In this study, 185 employees served as samples. Structural equation modeling was used in the analysis method (SEM). The findings demonstrated that knowledge sharing and intellectual assets impact the hotel's strategic HRM. Hotel performance is impacted by knowledge sharing and intellectual assets. Strategic HRM influences organizational performance. Intellectual assets and knowledge sharing affect hotel performance through strategic HRM. By increasing employee knowledge and skills and encouraging collaboration and continuous learning, hotels can improve organizational performance, provide superior service to guests, and stay competitive in the hospitality industry. Strategic HRM should work closely with hotel management to build a strong knowledge culture. This can be accomplished by carrying out initiatives like staff development and training, workshops, team meetings, and discussion forums to encourage collaboration and knowledge sharing among employees.

Keywords: intellectual assets, knowledge sharing, strategic HRM, organizational

1. Introduction

The results of an organization's attempts to achieve its goals, which depend on the resources available to the organization has, are referred to as organizational performance. Organizational performance can be improved by increasing strategic HRM. Strategic HRM is the process of managing organizational HR from an organizational strategic perspective that links HR management with organizational strategy, so that

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Human Resource Management (HRM) can support the achievement of organizational strategy. The study's conclusions show that strategic HRM has an effect on organizational performance.

A corporation that can consistently innovate, use cutting-edge technology, and foster employee skill and knowledge development is considered successful. The hotel sector faces intense competition and requires a competitive edge to survive in a dynamic climate. One form of competitive advantage is Intellectual assets.

Considering that intangible assets are now a major driver of wealth and business growth, perhaps one of the "missing links" on today's globe is intellectual assets. Even so, there are several studies that show results where there exists a positive correlation between Intellectual assets and Performance. Among them research conducted them has predicted that there are human resource management and organizational performance are linked by three aspects of intellectual assets: relational, organizational, and human resources. Technology and knowledge are the driving forces behind economic development, which raises intellectual assets [1,2]. Chen et al. [3] to put it simply, intellectual assets is an assortment of intangible assets like information systems, knowledge, and skills.

Intellectual assets is composed of two elements: human resources and structural capital [4]. The worth of workers or employees inside a corporation and their knowledge are the main topics of human resources. A company's information systems, understanding of how markets are distributed, customer relationships, and management emphasis are examples of structural capital. According to Bontis [5], structural capital and human resources are also included in the company's intellectual assets. Human resources depends on employees, including their expertise, dedication, motivations, and loyalty to others. Structural capital, which belongs to the company includes; innovative capital, relational capital, organizational infrastructure, and others.

In Indonesia, intellectual assets is still not well known [6]. Up until now, Indonesian businesses have preferred to establish their enterprises on a traditional foundation, which produces subpar products with technical content. Furthermore, businesses that rely on the traditional basis have not been able to provide customer, structural, and human resources the attention they deserve. In actuality, these constituents collectively comprise the company's intellectual assets. This opinion exists because of the lack of information about Intellectual assets in Indonesia. Moreover, Abidin [6] asserts that

Indonesian businesses can compete if they leverage the edge in innovation gained from their intellectual assets to create innovative products.

Intellectual assets still considered as a hidden value/intangible value in the company organization. The goal of the three elements of intellectual assets—customer, structural, and human resources—is to reevaluate knowledge that is used to enhance business excellence and to value intangible assets. Organizations often lack knowledge about the nature and value of intangible assets, despite the fact that they can give them a competitive edge. Managers are ignorant of the qualities of the intellectual assets that belongs to their organization, do not realize that they have people, resources, or business processes that can support the company's success by using new strategies [7].

Although Intellectual assets is one of the most discussed topics in management accounting, the problem of performance measurement remains an unresolved issue [8]. The Value Added Intellectual Coefficient, or VAIC (coefficient of intellectual added value), is also cited, can be used to calculate a company's intellectual assets by evaluating the effectiveness of added value. Bontis et al. [9] states that VAIC comprises three primary components, which are evident from the company's resources: structural capital, human resources, and consumer capital. According to Bontis [9], human resources refers to an organization's overall capacity to leverage the knowledge held by individual companies to find the best solutions. Any non-human knowledge repositories in an organization, structured capital includes things like databases, organizational charts, manual processes, strategies, routines, and anything else whose value to the company beyond its tangible value. Customer capital is the information that is already in network marketing and the connections that businesses have made with clients while on business travels. Accountants have given the idea of intellectual assets a lot of thought. This occurrence prompts accountants to offer more thorough information on topics pertaining to intellectual assets management, beginning with how it is recognized, quantified, and reported in the annual report of the business.

Organizational performance can be improved by putting in place information sharing which will immediately motivate staff to perform at their highest level. information sharing enables people in a company revitalize and reuse existing information, which ultimately increases employees' abilities indirectly. As a result, knowledge sharing actively contributes to improved employee performance. Knowledge sharing improves organizational performance because it can foster the development of fresh concepts, creativity, and problem-solving skills [10]. The findings of Kuzu & Ozilhan's [11] research

further demonstrate how information sharing influences organizational effectiveness. In contrast to the findings of Novita et al.'s [12] study, which concluded that information sharing has no bearing on organizational effectiveness.

2. Literature Review

2.1. Organizational performance

The entirety of the output that an organization produces is referred to as its organizational performance. When organizational goals are met, it is possible to assess an organization's success by looking at how well it performs in relation to predefined goals. Performance is determined by aptitude and drive. To complete a task or work, an individual must be able and willing to expend a certain level of effort. An individual's willingness and skills alone will not be enough to complete a task if they do not have a clear understanding of what needs to be done and how to do it.

Dessler [13] explaining performance refers to the comparison of actual job results with predetermined work criteria. According to a different viewpoint offered by, there are three key elements that might influence an individual's or an employee's performance: (1) the individual's capacity for the work, (2) the amount of effort put out, and (3) organizational support. When an employee possesses all three of these elements, their performance level rises. However, when any of these elements is diminished or nonexistent, performance suffers. According to Urban & Maphumulo [14] organizational indicators consist of sales growth, occupancy rates, customer feedback, and profitability.

2.2. Strategic human resource management

The progression of personnel management, human resource management addresses a number of more comprehensive facets of the interaction between workers and the companies where they are employed. In order to manage the current workforce within the organization, human resource management can be understood as a process that involves decision-making related to the planning, execution, and control of human resources. It does this by utilizing an integrated cultural arrangement and developing strategies, capabilities, and a commitment to be able to create competitive advantage. The goal of human resource management is to ensure that organizational objectives are met as effectively as possible. While the understanding of the human resource

management strategy put forward by Alwi [15], is an effort to provide highly competent and motivated human resources through the practices of human resource management functions.

2.3. Intellectual assets

Intellectual assets is defined as intangible assets that are crucial to a company's competitive edge, such as technology, customer data, brand name, reputation, and organizational culture. The combination of applied experience, organizational technology, customer interactions, and expertise known as intellectual assets can provide a business a competitive edge. Organizational (structural) capital and human resources are two types of intangible business assets that make up intellectual assets, according to the Organization for Economic Co-Operation and Development (OECD) in 1999. Supply chains, distribution networks, and proprietary software and systems are examples of structural capital. Human resources both inside and outside the company, such as suppliers and customers, are included in human resources.

Human resources, customer capital, and structural capital are the three primary components of intellectual assets, according to many practitioners. Because intellectual assets is frequently defined as a knowledge resource that businesses can use to create value for the company, such as employees, customers, processes, or technology, and because it is supported by claims that the company's intellectual assets will be made up of three elements: knowledge about the company (also known as structural or organizational capital), knowledge about customers (also known as customer or relational capital), and knowledge about employees (also known as human resources).

2.4. Knowledge sharing

Knowledge sharing is communication or interaction that takes place between employees which either directly or indirectly results in the transfer of knowledge. Furthermore, explained because information exchange is a crucial component of an organization because the existence of useful resources (knowledge) can help improve the quality of work because superior employees can have a positive influence on other employees. Knowledge sharing consists of two aspects, namely sharing best practices and sharing experiences about mistakes. Sharing best practices is being willing to tell colleagues about best practices, being willing to spend time exchanging information about best

practices and being willing to answer coworkers' questions about best practices. On the other hand, sharing experiences about mistakes is a willingness to share experiences about mistakes that have been made in carrying out daily work through informal communication with colleagues and being willing to share experiences about mistakes in discussion sessions. Through these two aspects employees can socialize the ideas they have which can then be translated into new ideas and turn these ideas into workable solutions.

According to the explanation given above, knowledge sharing is the exchanging of knowledge between two people; one person imparts knowledge, and the other person absorbs it. Additionally, the information sharing indicators that this study will employ are consistent with studies from the following areas: technology, leadership, organizational culture, and individual.

2.5. Hypothesis

The theories put out in this study are based on the problem's history, theory, and pertinent prior research:

H₁ : Knowledge sharing and intellectual assets have a direct and substantial impact on strategic human resource management.

H₂ : The performance of organizations is directly and significantly impacted by intellectual assets and knowledge sharing.

H₃ : Strategic HRM influences organizational performance.

H₄ : Through strategic HRM, exchange of information and intellectual assets affect business success.

3. Methods

3.1. Population and sample

The population of this research is the manager of a star hotel in West Java. Managers were chosen as the unit of analysis in this study, because this research measures organizational performance, which is based on managers' perceptions. Based on BPS information on 2020, the number of three and four star hotels in West Java in 2020 is 37 (three stars = 24, four stars = 13). The population consists of hotel management level managers who have managerial positions in three and four star hotels in West

Java, from each hotel 5 people who have managerial positions are taken, the total population is $37 \times 5 = 185$. The sample required in the Structural Equation Modeling test (SEM) requires an amount between 100 to 200 [16], then to fulfill this matter determined the determination technique and the appropriate number of samples, namely using the census method. So the number of samples is the entire research population, which is equal to 185.

3.2. Measurement

In the context of the role of strategic HRM as a mediator relationships between information exchange, intellectual assets, and hotel performance in West Java, the following are some of the variables that can be measured: Organizational performance adopts indicators from which consists of sales growth, occupancy rate, customer feedback, and profitability. Strategic HRM uses indicators from [39] consisting of: development, job redesign, compensation system, rewards, incentives and promotions. Intellectual assets adopts indicators from It includes structural capital, consumer capital, and human resources. Knowledge Sharing is measured by indicators from consists of: individual, organizational culture, leadership and technology.

3.3. Data analysis technique

Both descriptive analysis and structural equation modeling (SEM) analysis were employed as data analysis techniques in this study. The properties of each variable as determined by a variety of research indicators are described using descriptive analysis. Descriptive statistics are the analysis method used to determine the mode and mean values for each variable, as well as for research indicators and survey questions. Using the AMOS 20 software application, structural equation modeling (SEM) analysis is the analysis method utilized. This method is employed to evaluate the assembled model and respond to research inquiries.

4. Results

4.1. Normality test

Using a multivariate approach to observe the critical ratio's value, one can test if the data are normal. The data distribution can be classified as normal if the multivariate critical ratio value falls between -2.58 and 2.58. The multivariate normalcy test results in the structural equation model are as follows (Table 1):

TABLE 1: Normality test results.

Variables	min	Max	skew	cr	kurtosis	cr
Y11	2.000	5.000	-0.177	-0.982	-0.656	-1.822
X24	2.500	5.000	-0.054	-0.301	-0.819	-2.275
Y16	2.000	5.000	-0.375	-2.083	-0.438	-1.216
Y15	2.000	5.000	-0.221	-1.227	-0.400	-1.112
X23	2.333	5.000	0.045	0.250	-0.270	-0.751
X13	2.000	5.000	-0.767	-2.260	1.293	1.590
X22	2.667	5.000	-0.431	-2.391	-0.857	-2.379
X21	2.333	5.000	-0.692	-1.844	-0.088	-0.244
Y14	2.000	5.000	-0.119	-0.661	-0.656	-1.821
Y13	2.000	5.000	-0.376	-2.088	0.020	0.056
Y12	1.500	5.000	0.010	0.053	-0.570	-1.581
Y24	2.500	5.000	0.061	0.339	-0.886	-2.461
Y23	2.500	5.000	-0.092	-0.512	-0.447	-1.242
X12	2.500	4.875	-0.343	-1.906	-0.050	-0.139
X11	2.286	5.000	-0.721	-2.003	0.894	2.182
Y22	2.500	5.000	-0.083	-0.459	-0.693	-1.924
Y21	2.000	5.000	-0.349	-1.938	-0.560	-1.554
Multivariate					28.290	1.570

It can be concluded that the multivariate normality assumption has been met based on the data processing results from Table 1, which show that the multivariate critical ratio value is 2.020, ranging from -2.58 to 2.58. Consequently, the normality assumption necessary for SEM analysis has also been met.

4.2. Confirmatory factor analysis

To verify if the observed variables could represent the factors under study—that is, having a model fit test or goodness of fit test, significant factor weights, and lambda values or factor loading—confirmatory analysis of exogenous and endogenous variables was performed.

TABLE 2: Confirmatory factor analysis results for exogenous variables.

Indicator	Variable Latent	Factor loading	Critical Ratio	P value	Information
Human resources	Intellectual assets	0.828	Fixed	0.000	Valid
Structural Capital	Intellectual assets	0.827	11.237	0.000	Valid
Customer Capital.	Intellectual assets	0.743	10.278	0.000	Valid
Individual	Knowledge Sharing	0.549	5.395	0.000	Valid
Organizational culture	Knowledge Sharing	0.543	Fixed	0.000	Valid
Leadership	Knowledge Sharing	0.709	6.232	0.000	Valid
Technology	Knowledge Sharing	0.718	6.263	0.000	Valid
Reliability Constructs	=0.909 (cut-off value = 0.7)				Reliable
Variance Extract	= 0.655 (cut-off value = 0.5)				Reliable

Table 2 provides evidence that the probability value (p) is less than or equal to 0.05, the Reliability Construct value of 0.909 is greater than the cut-off value of 0.7, the Variance Extract value of 0.655 is greater than the cut-off value of 0.5, and the factor loading value for each indicator exceeds the cut-off value of 0.5. Human resources has the largest factor loading value (0.828) among the indicators of intellectual assets, whereas technology has the highest factor loading value (0.718) among the indicators of knowledge transfer. The test's findings show that the indicators were highly reliable in identifying and operationalizing latent factors related to knowledge exchange and intellectual assets.

Table 3 provides evidence that the probability value (p) is less than or equal to 0.05, the Reliability Construct value of 0.929 is greater than the cut-off value of 0.7, the Variance Extract value of 0.691 is greater than the cut-off value of 0.5, and the factor loading value for each indicator exceeds the cut-off value of 0.5. Promotion, the strategic HRM indication, has the highest factor loading value at 0.758, while customer

TABLE 3: Results of confirmatory factor analysis of endogenous variables.

Indicator	Variable Latent	Factor loading	Critical Ratio	P value	Information
Development	Strategic HRM	0.540	5.937	0.000	Valid
Job redesign	Strategic HRM	0.572	Fixed	0.000	Valid
Compensation system	Strategic HRM	0.579	6.252	0.000	Valid
Award	Strategic HRM	0.542	5.955	0.000	Valid
Incentive	Strategic HRM	0.678	6.962	0.000	Valid
Promotion	Strategic HRM	0.758	7.458	0.000	Valid
Sales growth	Organizational Performance	0.596	Fixed	0.000	Valid
The occupancy rate	Organizational Performance	0.644	7.149	0.000	Valid
customer feedback	Organizational Performance	0.739	7.881	0.000	Valid
Profitability	Organizational Performance	0.730	7.814	0.000	Valid
Reliability Constructs	= 0.929 (cut-off value = 0.7)				Reliable
Variance Extract	= 0.691 (cut-off value = 0.5)				Reliable

feedback, the organizational performance indicator, has the highest factor loading value at 0.739. The test's findings show that the indicators were highly reliable in identifying and operationalizing latent factors related to strategic HRM and organizational success.

4.3. SEM analysis results

The goodness of fit indices for this SEM model are generated based on AMOS 20 results, and they are shown in Table 1. Next, each index's critical value, or cut-of-value, is compared to the values of these indices. A model is considered to be well-fitting if the goodness of fit indices reach or surpass the critical value. See Figure 1 below.

The model can be approved since the results of the examination of the Goodness of Fit Indices criterion in Table 4 support the evaluation of the model overall.

In this study, the hypothesis was tested by examining the p value (probability); if the p value is more than or equal to 0.05, a significant effect is considered to exist.

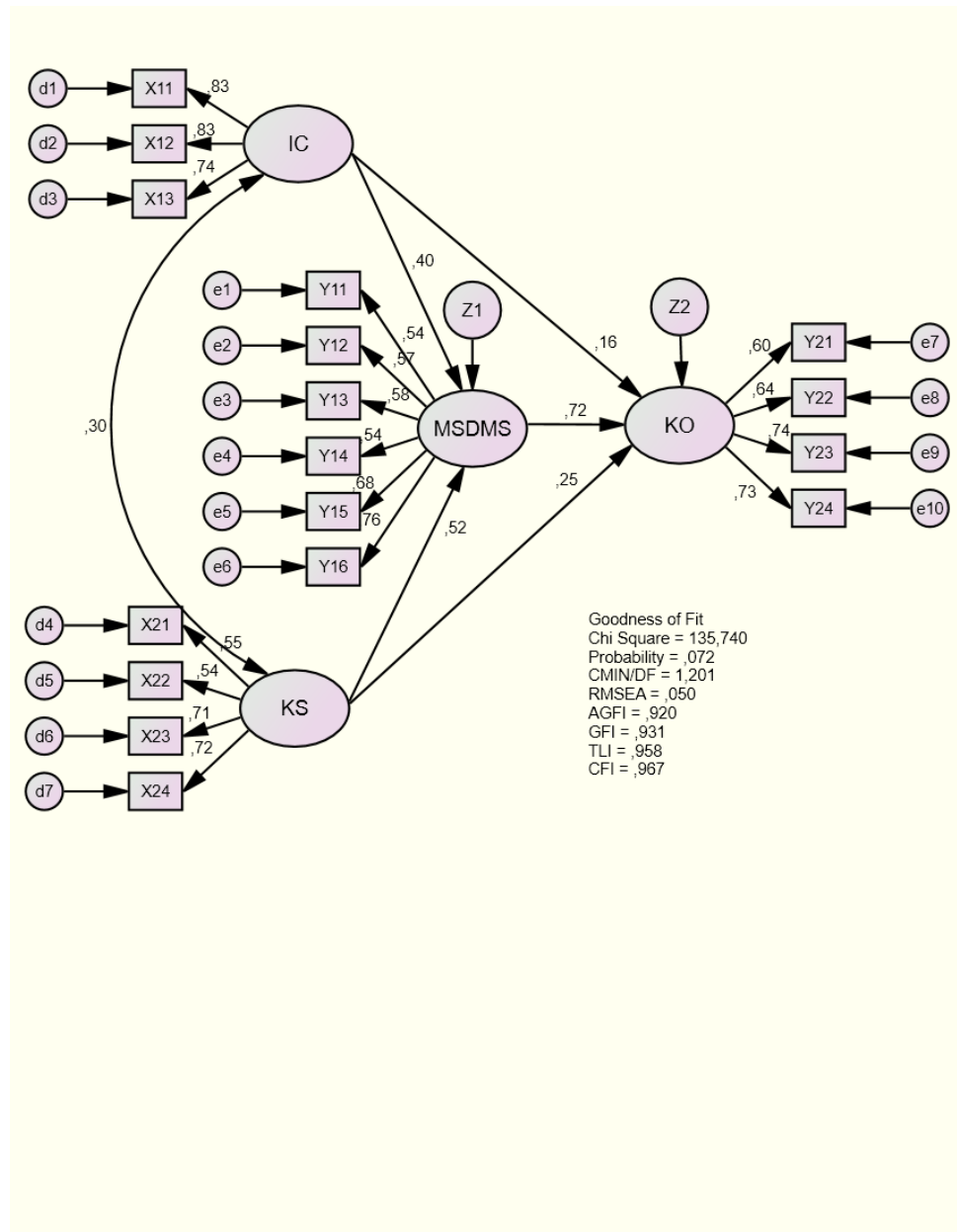


Figure 1: SEM analysis results.

Table 5 indicates that Knowledge Sharing is $0.000 \leq 0.05$ and the Intellectual assets variable has a p-value of 0.000, indicating a substantial and positive impact of both on Strategic HRM. Significant and positive effects of Intellectual assets and Knowledge Sharing on Strategic HRM are indicated by the coefficient of standardized regression weight, which is 0.40 for Intellectual assets and 0.52 for Knowledge Sharing. The first hypothesis—that Intellectual assets and Knowledge Sharing have a major impact on Strategic HRM—is thus proved. Knowledge sharing most significantly effects Strategic HRM.

TABLE 4: Goodness of fit test results for modified structural models.

Goodness of Fit Index	Cut-off Value	Model Results	Information
Chi-Square (df = 113)	165.201	135.740	fit
Probability Chi-Square	>0.05	0.072	fit
CMIN/DF	≤2.00	1.201	fit
RMSEA	≤0.08	0.050	fit
AGFI	≥0.90	0.920	fit
GFI	≥0.90	0.931	fit
CFI	≥0.95	0.958	fit
TLI	≥0.95	0.967	fit

TABLE 5: Influence intellectual assets and knowledge sharing on organizational performance through strategic HRM.

Exogen	Mediation	Endogen	Direct Effect	p.	Indirect Effect	Total Effect	Result
Intellectual assets	-	Strategic HRM	0.40	0.000	-	-	Significant
Knowledge Sharing	-	Strategic HRM	0.52	0.000	-	-	Significant
Intellectual assets	-	Organizational Performance	0.16	0.032	-	-	Significant
Knowledge Sharing	-	Organizational Performance	0.25	0.008	-	-	Significant
Strategic HRM	-	Organizational Performance	0.72	0.000	-	-	Significant
Intellectual assets	Strategic HRM	Organizational Performance	0.16	-	0.29	0.45	Mediated
Knowledge Sharing	Strategic HRM	Organizational Performance	0.25	-	0.37	0.62	Mediated

Knowledge sharing has a p-value of 0.008 < 0.05 and the intellectual assets variable has a p-value of 0.032, indicating that both factors have a substantial and favorable impact on organizational performance. The coefficient of standardized regression weight for Knowledge Sharing (=0.25) and Intellectual assets (=0.16) indicates that both have a significant and favorable impact on Organizational Performance. The second hypothesis demonstrates that Intellectual assets and Knowledge Sharing have a considerable impact on Organizational Performance. Knowledge sharing is the factor that most determines Organizational Performance.

With a p-value of 0.000 < 0.05, the strategic HRM variable indicates a significant impact on organizational performance. The third hypothesis, that Strategic HRM has a considerable impact on Organizational Performance, is supported by the coefficient of

standardized regression weight of 0.72, which indicates that Strategic HRM positively affects Organizational Performance.

Strategic HRM is considered a mediating variable for Intellectual assets factors on Organizational Performance due to its larger overall effect value ($0.46 > 0.16$) than direct effect. Strategic HRM is classified as a mediating variable for the Knowledge Sharing variable on Organizational Performance due to its larger total effect value ($0.62 > 0.25$) than direct effect. The most important factor determining organizational performance, as facilitated by strategic HRM, is sharing knowledge. This indicates that a statistical test has been conducted on the fourth hypothesis, which holds that Knowledge Exchange and Intellectual Assets Impact Organizational Performance through Strategic HRM.

5. Discussion

5.1. The effect of intellectual assets and knowledge sharing on strategic HRM

Strategic HRM can be enhanced by improved information sharing inside the hotel, according to the knowledge sharing effect on strategic HRM. Technology as a tool of sharing knowledge is the Knowledge Sharing indication that is most valued in enhancing Strategic HRM. There is a permanent digital legacy when information and communication technology is used throughout the design phase, has been proven to expedite the bureaucracy that supports the need for power, application in the form of a position is a representation of the degree of accomplishment that serves as the impetus for igniting a worker's passion for their work and intensifying it to meet organizational needs. Opinion Clearly, knowledge exchange is a crucial component of an organization because the existence of useful resources (knowledge) can help improve the quality of work because superior employees can have a positive influence on other employees.

5.2. Influence intellectual assets and knowledge sharing on organizational performance

Employees' intellectual assets has an impact on organizational performance; that is, higher employee intellectual assets can lead to higher organizational performance. The two most important factors in the development of intellectual assets are human resources and structural capital. It has been demonstrated that incorporating information

and communication technology into the design process makes coordination easier, especially when coordinating multimedia via the internet network so that suggestions, suggestions, decisions and orders can be received clearly, especially as a leader who is responsible for conveying that success will be achieved when carrying out work procedures.

The impact of knowledge sharing on organizational performance indicates that the more often employees share knowledge with colleagues regarding individuals, organizational culture, leadership and technology can improve organizational performance. The knowledge sharing activities are expected to remove barriers to knowledge between individuals so that the knowledge and skills possessed by each employee can be combined in order to improve organizational performance. Learning from experience is the same as learning to interpret life by studying and taking lessons from experiences that have been experienced. With a culture of sharing experience can create new knowledge it affects enhancing the effectiveness of the company. The more often someone shares knowledge, the ability to think and be creative will grow. In addition, when someone shares knowledge, employees also parse, to make information easy to understand for the other person, arrange and translate it. The study's findings confirm that information sharing affects how well an organization performs.

5.3. The influence of strategic HRM on organizational performance

Organizational performance is impacted by strategic HRM, hence implementing more effective strategic HRM in hotels can raise performance levels. As opportunities for promotion are represented in promotion, the most valued strategic HRM indicator in enhancing organizational performance is promotion. Every employee wants to be promoted, because the promotion is seen as an acknowledgment of the success of employees in demonstrating high work performance in fulfilling their obligations in the job and position they currently hold. Employees who get promotions will feel very valued for their work and will further grow organizational performance. Consequently, in order to increase performance, managers must integrate HRM with organizational strategies and create a company culture that values adaptability and creativity. Strategic HRM views the HR function as an integral part of all organizational functions such as marketing, production, financing, legal and so on. The HR department must understand the operational part, understand the complexity of organizational design and must be able to determine the capabilities of its workforce in the present and the future, including

dealing with changes that occur. The study's findings corroborate the idea that strategic HRM influences organizational performance.

5.4. Influence intellectual assets and knowledge sharing on organizational performance through strategic HRM

The relationship between intellectual assets and organizational performance can be mediated by strategic HRM. This demonstrates how raising intellectual assets can enhance organizational effectiveness, if the hotel has a good strategic HRM. The results of this study are illustrated by human resources reflected in working with full capabilities and structural capital reflected in maintaining lasting relationships with customers can improve strategic HRM as illustrated in promotion is reflected in the opportunity for promotion, so as to improve organizational performance. The existence of hotel resources is the trigger behind competitive advantage and hotel performance achievements. Intellectual assets owned by the hotel is a resource owned by the hotel. Maximizing the potential of resources will increase the hidden value, namely increasing value added intellectual assets which will improve hotel performance. This is according to opinion explained that a company's competitive edge may be created by its intellectual assets, which consists of applied experience, organizational technology, customer interactions, and expertise.

The impact of information sharing on organizational performance can be mitigated by strategic HRM. This shows that the habit of praising each other, sharing knowledge, will encourage employees to get used to thinking critically and work better. Therefore sharing knowledge can be an effective way of communicating employees to improve performance within the company. Relationships that are formal or informal among employees are important in knowledge sharing. As opinion Hussain et al. (2016) which explains knowledge sharing is the communication or interaction that takes place between employees which either directly or indirectly results in the transfer of knowledge. Therefore knowledge sharing needed in hotels to reduce the risk of overcoming misunderstanding of information between superiors to subordinates and from employee to employee. Organizational performance will increase and show a level of productivity desired by the hotel. Not only that, if knowledge sharing is further enhanced it will bring out a competitive spirit for each individual which is beneficial as a reciprocal impact on improving organizational performance.

6. Conclusions and Recommendations

6.1. Conclusion

The results of the analysis show that Intellectual assets and Knowledge Sharing influence Strategic HRM. Knowledge Sharing most influencing Strategic HRM. This shows that Knowledge Sharing described from technology reflected from IT as a means of sharing knowledge can improve Strategic HRM. Intellectual assets and influential Knowledge Sharing on Organizational Performance. Knowledge Sharing most influencing Strategic HRM. This shows that Knowledge Sharing described from technology reflected from IT as a means of Shared knowledge may enhance the effectiveness of a company. Influential Knowledge Transfer and Intellectual assets on Organizational Performance through Strategic HRM. Knowledge Sharing most decisive in influencing Organizational Performance mediated by Strategic HRM.

6.2. Suggestion

Future research pertaining to deeper explorations of intellectual assets, knowledge sharing, strategic HRM, and organizational performance can benefit from the data and insights gathered from this study. Future research should focus more on how to realize innovative products by utilizing information and communication technology. Strategic HRM should work closely with hotel management to build a strong knowledge culture. This may be accomplished by carrying out initiatives like staff development and training, workshops, team meetings, and discussion forums to encourage collaboration and knowledge sharing among employees.

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