SCIENTIFIC CULTURE
www.sci-cult.com

SCIENTIFIC CULTURE, Vol. 12, No. 4, (2026), pp. 1201-1213
Open Access. Online & Print

DOI: 10.5281/zenodo.12426206

THE MEDIATING ROLE OF KNOWLEDGE MANAGEMENT: INTELLECTUAL CAPITAL AND EMPLOYEE PERFORMANCE ON COMPETITIVE ADVANTAGE IN THE HOTEL INDUSTRY

Rani Anwar[1]*, Satria Bangsawan[2], Ayi Ahadiat[2]

[1]Doctoral Program Faculty of Economic and Business, University of Lampung, Indonesia
[2]Faculty of Economics and Business, University of Lampung, Indonesia

Received: **08/11/2025**
Accepted: **12/02/2026**

Corresponding Author: Rani Anwar
(ranianwar20@gmail.com)

ABSTRACT

This study aims to examine the influence of intellectual capital and employee performance on competitive advantage, examine the influence between intellectual capital and employee performance, and finally analyze the role of knowledge management as a mediator linking intellectual capital and employee performance with competitive advantage in the Indonesian hospitality industry. The research method used a quantitative approach, survey method, and questionnaire distribution with Structural Equation Modeling (SEM-LISREL) techniques to analyze data from 510 respondents who were managers of 3-, 4-, and 5-star hotels. The sampling technique used a multistage cluster random sampling method. The results show that intellectual capital and employee performance have a positive and significant effect on competitive advantage. Intellectual capital is also proven to improve employee performance. Furthermore, intellectual capital and employee performance contribute positively and significantly to knowledge management, which ultimately strengthens competitive advantage. In addition, knowledge management plays a significant mediating role in the relationship between intellectual capital and employee performance on competitive advantage. This study provides policy implications for hotel managers, tourism industry practitioners, and policymakers regarding the mediating role of knowledge management, which underscores the importance of strengthening knowledge-based information systems, knowledge digitalization, and a culture of knowledge sharing to optimize intellectual capital and employee performance in enhancing the competitive advantage of the hotel industry.

KEYWORDS: Intellectual Capital, Employee Performance, Knowledge Management, Competitive Advantage, Industry, Hospitality.

1. INTRODUCTION

The hospitality industry plays an important role in the national economy because it creates jobs, drives regional growth, and improves community welfare (Abo-Murad et al., 2019). Rapid transformation in this sector demands continuous innovation in service development, cost efficiency, and the implementation of adaptive management strategies in order to survive amid global competition (Graf, 2011; M. Rogerson, 2013; Qin et al., 2012; Rehman et al., 2022).

Data from the Central Statistics Agency (BPS, 2023) shows that the number of star-rated hotels in Indonesia increased significantly in 2023 after experiencing a sharp decline during the COVID-19 pandemic. This increase in the number of hotels indicates increasingly fierce competition, especially among 3-, 4-, and 5-star hotels, which dominate the Western, Central, and Eastern regions of Indonesia. Increasingly fierce competition requires hotels to not only rely on physical assets, but also to increase intellectual capital and employee performance in order to gain a competitive advantage or create market value for the company (Zhang et al., 2022).

One key factor contributing to the success of the hospitality industry is strategic resource management, which includes intellectual capital comprising human capital, structural capital, and relational capital (Ordez de Pablos, P., 2004; Castro et al., 2020). Intellectual capital is an intangible asset that includes the knowledge, skills, and experience of employees, which plays an important role in developing and maintaining a company's competitive advantage (Becker and Huselid, 2006; Panarina, 2021; Ramada, 2021).

Intellectual capital is an important asset used by organizations to achieve competitive advantage (Ozgun et al., 2022). Supported by research from Abdelfattah et al., (2024) shows a positive relationship between intellectual capital and competitive advantage. Research from Barak and Sharma (2024) states that intellectual capital is a combination of intangible knowledge owned and managed effectively by companies to achieve competitive advantage. Shafique et al., (2021) in their research explains that intellectual capital significantly determines competitive advantage. Research findings from Al Husseini (2023) reveal that performance plays a crucial role for organizations in achieving competitive advantage and enhancing productivity. Furthermore, optimal employee performance also improves operational efficiency, reward systems (Lee et al., 2020), reduces errors, and generally enhances hotel operational effectiveness (Arslan; 2018; Li, et al., 2021).

With increasing challenges, it is important for company leaders to continue to improve employee performance and utilize intellectual capital (Nerdrum and Erikson, 2001) to gain competitive advantage (Barney, 1991) which is defined as the ability of a company to surpass its competitors in terms of profitability and market share (Antunes et al., 2023; Do et al., 2022; Kowal and Paliwoda Pekosz, 2017; Pressman et al., 2015). Effective intellectual resource management, based on the principles of Resource Based View (RBV), enables companies to design strategies that improve performance and reduce strategic decision risks (Camison Haba et al., 2024; Jegan Joseph Jerome et al., 2024; Tehseen et al., 2020). The Resource-Based View (RBV) helps understand how effective management of intellectual resources can create added value for hospitality companies in Indonesia, enabling them to compete more effectively in a dynamic market (Awais et al., 2023; Davis and Dewitt, 2021).

Knowledge management in this study is based on the latest empirical evidence showing its important role in optimizing intellectual capital and increasing competitive advantage, especially in industries that are highly dependent on human interaction such as hospitality (Al Tit et al., 2022). Research by Rehman et al., (2022) explains that manufacturing companies in Lahore, Pakistan can increase their competitive advantage by utilizing the latest knowledge. Easy and quick access to relevant knowledge, which is part of intellectual capital, enables employees to make better decisions and be more responsive to hotel guests' needs (Mahmood et al., 2023; Mustika et al., 2022). On the other hand, in the context of the hospitality industry, which has unique characteristics such as high dependence on customer service and rapid changes in market dynamics, effective knowledge management can create new competitive advantages and become the key to organizational success (Ha et al., 2021).

Nonaka's SECI model (Farnese et al., 2019), extensive literature on knowledge management has documented how organizations capture, integrate, share, use, and maintain knowledge to improve performance. According to Jin Chen and Ikujiro Nonaka (2016) to improve company performance, managers with good knowledge can help employees share and use information. Research by Hock Doepgen et al., (2021) also shows that organizations with high risk tolerance are more likely to develop knowledge management that is oriented towards employee learning. In line with the results of research Patwary et al., (2025) in the Malaysian hospitality industry, knowledge management practices help

employees acquire, share, and apply knowledge.

The above statement is supported by the results of research by Nonaka et al., (1996), which found that knowledge management helps organizations gain competitive advantage through the capabilities and intellectual strengths of individuals. In line with the results of research from Mwangi and Mwanzu (2025) found that the knowledge creation process described in Nonaka's SECI model has a positive and significant impact on organizational competitive advantage.

Canonico et al., (2020) research has been proven to increase organizational innovation and efficiency, which ultimately contributes to improved performance and competitive advantage. Hallin and Marnburg (2008), found that the success of service organizations, especially in the hospitality industry, is highly dependent on management capabilities and knowledge development among employees. They discovered that effective knowledge management methods can improve service quality, innovation, and a company's competitive advantage. This research offers valuable guidance for hotel management in Indonesia to integrate knowledge management strategies with human and intellectual resource management practices, propelling them to higher levels of success (Wahyono and Hutahayan, 2021; Suutari et al., 2023).

2. METHODOLOGY

This study uses a quantitative approach to test the relationship between variables objectively (Stadtlander, 2009), with a survey method (Larkin and Neumann, 2012). The research population includes the hospitality industry in Indonesia, consisting of 2,723 from star hotel 3, star hotel 4, and 5 star hotel (BPS, 2023). Respondents consisted of General Managers, Marketing Managers, Personnel/HR Managers, and Production/Operations Managers.

The sampling technique used multistage cluster random sampling, in which the population was divided into three main regions, namely the western region, the central region, and the eastern region, based on data from 34 provinces from Statistics Indonesia. The provinces with the highest number of hotels in each region were then selected, namely the Western Region (West Java Province), the Central Region (Bali Province), and the Eastern Region (Papua Province). The eastern region was included even though it did not have any 5-star hotels in order to maintain national geographical representation. The determination of the minimum sample size in this study refers to the statement that the minimum sample size that must be met for SEM estimation is > 200 (E. Edeh et al., 2023). A representative sample size for using Structural Equation Modeling (SEM) analysis is a minimum of 5 or 10 times the number of parameters to be estimated (Hair et al., 2022; Hair, 2006).

Data collection was conducted over a period of 4 months, from January 2025 to April 2025. Data collection was carried out by distributing questionnaires via Google Forms, which were distributed by visiting respondents directly and also via email, social media such as Instagram, and WhatsApp. Subsequently, a total of 533 questionnaires were obtained from 3-star, 4-star, and 5-star hotels in the western region (West Java Province), central region (Bali Province), and eastern region (Papua Province).

A screening process was carried out in advance to ensure that the respondents were appropriate for the research context. Sarstedt et al., (2020) provides guidelines on the minimum sample size required for Structural Equation Modeling (SEM) LISREL estimation, considering that a representative sample size should be at least five to ten times the number of parameters. In this study, the number of parameters was 51, so the minimum sample size was 51 x 10 = 510 samples. In this study, the author obtained 533 samples to avoid high variance and minimize standard deviation and to meet the model fit test in accordance with the research plan, which was processed as 510 samples.

3. RESULTS

The validity test results in this study show that all indicators of all variables are valid because the AVE value exceeds 0.5. Furthermore, the reliability test uses the construct reliability (CR) value, which is a measure of the reliability and consistency of each indicator in a measured variable. The CR value that meets the reliability requirement is if the CR value is ≥ 0.70 (Hair et al., 2019). The reliability test results for all indicators of all variables are reliable because the CR value is > 0.7.

Table 1 Results of Validity and Reliability Tests.

No	Indicator	Loading Factor > 0,5	Errror	CR > 0,7	AVE > 0,50	Conclusion
Intellectual Capital						Reliable
1	HC1	0.732	0.464	0.934	0.501	Valid
2	HC2	0.747	0.442			Valid
3	HC3	0.722	0.479			Valid
4	HC4	0.688	0.527			Valid
5	HC5	0.687	0.528			Valid
6	SC1	0.717	0.486			Valid
7	SC2	0.723	0.477			Valid
8	SC3	0.719	0.483			Valid
9	SC4	0.652	0.575			Valid
10	SC5	0.672	0.548			Valid
11	RC1	0.707	0.500			Valid
12	RC2	0.701	0.509			Valid
13	RC3	0.719	0.483			Valid
14	RC4	0.719	0.483			Valid

Employee Performance						Reliable
15	TP1	0.766	0.413	0.908	0.552	Valid
16	TP2	0.737	0.457			Valid
17	TP3	0.752	0.434			Valid
18	TP4	0.702	0.507			Valid
19	CP1	0.743	0.448			Valid
20	CP2	0.783	0.387			Valid
21	CP3	0.696	0.516			Valid
22	CP4	0.762	0.419			Valid
Knowledge Management						Reliable
23	KAC1	0.716	0.487	0.953	0.547	Valid
24	KAC2	0.74	0.452			Valid
25	KAC3	0.619	0.617			Valid
26	KAC4	0.668	0.554			Valid
27	KAC5	0.715	0.489			Valid
28	KAC6	0.736	0.458			Valid
29	KC1	0.752	0.434			Valid
30	KC2	0.757	0.427			Valid
31	KC3	0.754	0.431			Valid
32	KC4	0.756	0.428			Valid
33	KC5	0.690	0.524			Valid
34	KC6	0.722	0.479			Valid
35	KAP1	0.752	0.434			Valid
36	KAP2	0.752	0.434			Valid
37	KAP3	0.783	0.387			Valid
38	KAP4	0.826	0.318			Valid
39	KAP5	0.809	0.346			Valid
Competitive Advantage						Reliable
40	PI1	0.799	0.362	0.940	0.567	Valid
41	PI2	0.705	0.503			Valid
42	PI3	0.722	0.479			Valid
43	PI4	0.76	0.422			Valid
44	CI1	0.812	0.341			Valid
45	CI2	0.773	0.402			Valid
46	CI3	0.748	0.440			Valid
47	CI4	0.729	0.469			Valid
48	BMI1	0.745	0.445			Valid
49	BMI2	0.719	0.483			Valid
50	BMI3	0.750	0.438			Valid
51	BMI4	0.763	0.418			Valid

Source: Processed data, 2025.

Based on the CFA test results, it can be seen that all instrument items are valid, as evidenced by a factor loading value > 0.5, and reliable. However, there are several indicators that have relatively low factor loadings (between 0.619 and 0.696), for example, indicators KAC3, SC4, KSC5, HC5, HC4, KC5, CP3, and CP3. Methodologically, these indicators can still be retained because they are theoretically considered important in explaining the construct, and the overall CR and AVE values still meet the criteria.

3.1. Model Fit

Based on Table 2 Model Fit Test Results (Goodness of Fit) below, the Chi-square value is 1198.647, resulting in a p-value of 0.067 (> 0.05), which means that the model is not significantly different from the empirical data and can therefore be accepted. The RMSEA value of 0.011 is less than 0.08, which is classified as a good fit and indicates that the model is consistent with the data.

In addition, the CFI value of 0.996 and the GFI value of 0.919 also indicate a good fit category because they are above 0.90, which indicates that the model has a very good level of fit. Meanwhile, the AGFI value of 0.905 is in the marginal fit category (between 0.80–0.90). However, this value is still acceptable considering the complexity of the model with many indicators. The following are the results of the model fit test:

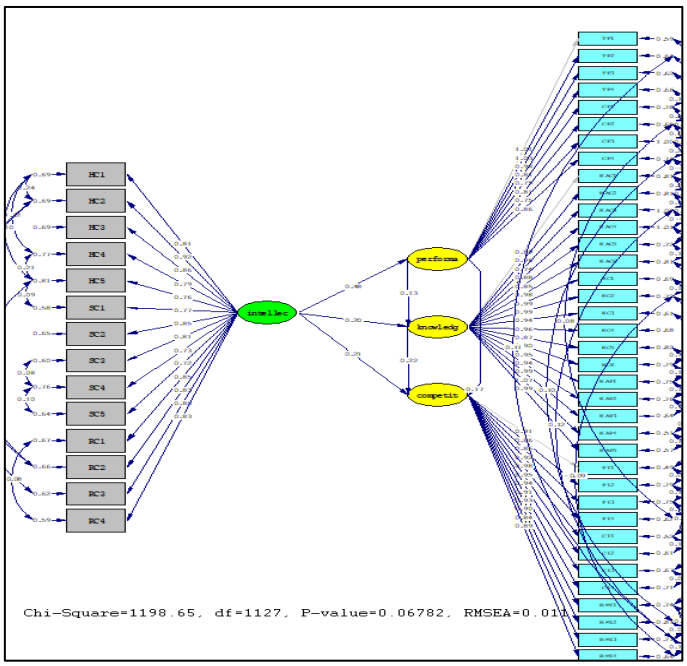

Figure 2 -Standardized Solutions (Overall Model)

Table 2 Results of the Model Fit Test (Goodness of Fit).

Overall Fit		Result Hasil	Standard Value	Conclusion
Absolute Fit	Chi-Square (χ^2)	1198.647	The Smaller The Better	Good Fit
	RMSEA	0,011	< 0,05	Good Fit
	P Value	0,067	> 0,05	Good Fit
	GFI	0,919	> 0,90	Good Fit
	AGFI	0,905	< 0,08	Marginal Fit
Incremental Fit	CFI	0,996	> 0,90	Good Fit
	NFI	0,931	> 0,90	Good Fit
Parsimony Fit	PNFI	0,823	> 0,50	Good Fit
	PGFI	0,781	> 0,60	Good Fit
Source: Data processed by LISREL, Version 10, 2025.				

In Figure 2 Standardized Solutions (Overall Model), the overall model fit results show a Chi-square of 1198.65 with df of 1127 and a p-value of 0.06782. This value indicates that the model can be considered feasible. In addition, the RMSEA of 0.011 is below the threshold of 0.08, so it is classified as a good fit. Other indices also support this, namely CFI of 0.996 and GFI of 0.919, which are classified as good fit, and AGFI of 0.905, which is classified as marginal fit. These results indicate that although there is one model fit measure that is marginal (AGFI), overall the structural model is still fit and can be used to test the research hypothesis (Xiong et al., 2015). Overall, the structural model is acceptable and suitable for testing the research hypothesis.

3.2. Structural Model Test Results

After each variable was found to have good validity and reliability, the researchers then tested the structural model on the entire model by looking at the coefficient values. Hypothesis testing was carried out using inner model testing with the criterion that if the t-coefficient was >1.9, then the variable had a significant effect. Figure 3 shows the results of the inner model test as follows:

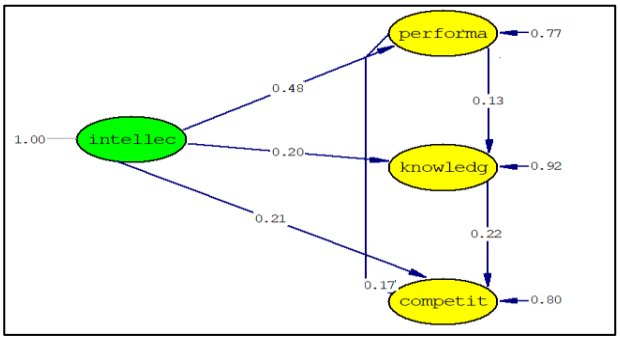

Figure 3 Inner Model Test

Figure 3 shows the results of the inner model test used to test the research hypothesis through the relationship between latent constructs. This figure displays the t-statistic value for each path, so that it can be determined whether the influence between variables is significant or not. The inner model test results show that all paths between constructs have t-statistic values above 1.96, which means they are significant at a 95% confidence level ($p < 0.05$). Thus, the following results are obtained:

3.3. Hypothesis Test Results

Table 3 Hypothesis Testing Results.

Hypothesis	Path Analysis	Standardized Value	Standard Error (SE)	t-value	Conclusion
H1	Intelectual → Competitive	0,212	0,052	4,060	Significant
H2	Performance → Competitive	0,167	0,053	3,169	Significant
H3	Intelectual → Performance	0,483	0,048	10,008	Significant
H4	Intelectual → Knowledge	0,202	0,054	3,762	Significant
H5	Performance → Knowledge	0,134	0,055	2,453	Significant
H6	*Intelectual Capital → Knowledge Management → Competitive Advantage*	0,140	0,030	4,664	Significant
H7	*Employee Performance → Knowledge Management → Competitive Advantage*	0,030	0,013	2,214	Significant
Source: Processed data, 2025					

3.4. The Influence of Intellectual Capital on Competitive Advantage (H1)

Intellectual capital has been proven to have a positive and significant effect on competitive advantage with a standard coefficient value of 0.212 and a t-value of 4.060. These research results are supported by the research of Barak and Sharma

(2024) that intellectual capital is a combination of intangible knowledge owned and managed effectively by companies to achieve competitive advantage.

Shafique et al., (2021) explained in their study that intellectual capital significantly determines competitive advantage. Furthermore, research by Abdelfattah et al., (2024) shows a positive relationship between intellectual capital and competitive advantage. In line with the results of research by Astuti et al., (2019) the findings show a positive and significant relationship between human capital and relational and structural capital, as well as between relational and structural capital.

3.5. The Effect of Employee Performance on Competitive Advantage (H2)

Employee performance also has a positive and significant effect on competitive advantage, with a standard coefficient of 0.167 and a t-value of 3.169. This indicates that companies with good employee performance can increase their competitiveness through productivity, service quality, and responsiveness to customer needs. To survive, company leaders must continue to improve employee performance in order to strengthen competitive advantage. Competitive advantage is the ability of a company to excel over its competitors in profitability, market share, or other relevant aspects (Antunes et al., 2023).

Al-Husseini (2023) research states that employee performance plays an important role for organizations in achieving competitive advantage and increasing productivity. Performance requires the skills to complete tasks independently, supported by technical knowledge to respond to the work assigned (Pradhan and Jena, 2017), so that good task performance can improve the quality and effectiveness of services in hotels.

3.6. The Influence of Intellectual Capital on Employee Performance (H3)

The results show a strong and significant effect with a standard coefficient of 0.483 and a t-value of 10.008. The finding that Intellectual Capital has the strongest direct effect on Employee Performance ($\beta = 0.483$; $t = 10.008$; $p < 0.001$) indicates that investment in intellectual capital, such as improving employee competence (human capital), developing knowledge systems and procedures (structural capital), and strengthening external networks and relationships (relational capital), has a clear practical impact on employee productivity and work quality. This indicates that organizational interventions that directly increase internal knowledge capabilities and support will provide the fastest benefits at the individual and operational performance levels.
Intellectual capital helps hotels adapt to changes in the tourism market, both through technological innovation and operational flexibility (Teece et al., 2009).

These findings reinforce the importance of intellectual capital in the service industry, where it not only creates strategic value at the organizational level, but also at the individual level, strengthening employee performance overall. Intellectual capital is a valuable, rare, and difficult-to-imitate strategic resource. This is in line with the Resource Based View (RBV) theory, whereby effective management of intellectual resources enables companies to design strategies that improve performance and minimize strategic risk (Camison-Haba et al., 2024; Jegan Joseph Jerome et al., 2024; Tehseen et al., 2020).

3.7. The Influence of Intellectual Capital on Knowledge Management (H4)

The results of hypothesis test H4 are also significant, with a standard coefficient value of 0.202 and a t-value of 3.762. This study is supported by research by that intellectual capital provides a strong foundation for knowledge management by strengthening the organization's ability to capture and utilize knowledge for strategic advantage. The research by Ahmed et al., (2021) concludes that intellectual capital is an intangible asset of an organization that includes human capital, structural capital, and relational capital. These three components influence an organization's ability to create, store, and disseminate knowledge.

The hotel industry is highly competitive, requiring companies to have the dynamic capability to update their competencies, adopt new technologies, and innovate in their services. Companies have dynamic capabilities that enable them to change where they source their resources (Bingham et al., 2015). By applying RBV, the results of this study can explain how hotels in Indonesia can manage and utilize their knowledge to create superior services and sustainable innovation (Stoian et al., 2024).

3.8. The Influence of Employee Performance on Knowledge Management (H5)

Employee performance has been proven to have a positive effect on knowledge management with a coefficient of 0.134 and a t-value of 2.453. This means that even if employees have high performance, without the support of adequate knowledge systems,

procedures, and infrastructure, their contribution to organizational knowledge management will remain limited. Abualoush et al., (2018) emphasize that knowledge management is important for organizations because it can transform information into knowledge embedded within employees, which through learning and application can enhance employees' capabilities and performance.

The findings of this study are reinforced by the results of research by Patwary et al., (2025) which states that knowledge encompasses information, skills, expertise, and experience, making knowledge management an important asset in the hospitality industry for creating knowledgeable employees. In line with Nonaka's SECI Model (Farnese et al., 2019), extensive literature on knowledge management has documented how organizations capture, integrate, share, use, and maintain knowledge to improve performance.

3.9. The Influence of Intellectual Capital on Competitive Advantage Mediated by Knowledge Management (H6)

Knowledge management significantly mediates the relationship between intellectual capital and competitive advantage, with an indirect effect value of 0.140 (t = 4.664 > 1.96). This means that knowledge management acts as a partial mediator that strengthens the relationship between intellectual capital and competitive advantage.

Theoretically, these findings support the Resource-Based View of (Barney, 1991) and the Knowledge-Based View (Grant, 1996) which explains that intellectual capital can only become a strategic resource if it is managed through effective knowledge management mechanisms. Knowledge management serves as a bridge that transforms intangible knowledge assets such as human capital, structural capital, and relational capital into concrete strategic value to create sustainable competitive advantage (Rehman et al., 2022; Shafique et al., 2021).

These results are consistent with the research by Astuti et al., (2019) which emphasizes that the integration of intellectual capital and knowledge management can enhance organizational innovation and strengthen competitive position. Rehman et al., (2022) also found that intellectual capital has a significant effect on competitive advantage through knowledge management and innovativeness. Similar findings were reported by Ha et al., (2021) which showed that effective knowledge management is rooted in the optimal use of intellectual capital to support innovation and organizational competitiveness.

3.10. The Influence of Employee Performance Capital on Competitive Advantage Mediated by Knowledge Management (H7)

Knowledge Management also acts as a mediator between Employee Performance and Competitive Advantage, although its effect is smaller (0.030, t = 2.214 > 1.96). This means that employee performance not only has a direct effect on competitive advantage, but its contribution becomes stronger when mediated by knowledge management.

This finding aligns with the perspective of Pradhan and Jena, (2017) which states that high-performing employees are more likely to utilize knowledge management systems to achieve optimal results. The research by Abualoush et al., (2018) also confirms that knowledge management can transform information into knowledge embedded within employees, which ultimately enhances their capabilities and employee performance. Additionally, the research by E. Edeh et al., (2023) shows that knowledge management plays a crucial mediating role in improving organizational performance through employee performance optimization, knowledge transfer, and sustainable innovation.

Research by Canonico et al., (2020) shows that knowledge creation enhances innovation and organizational efficiency, thereby strengthening performance and competitive advantage. These findings are in line with the theory by Jin Chen and Ikujiro Nonaka (2016); Nonaka et al., (1996) which asserts that knowledge creation is a strategic mechanism that connects individual capabilities with organizational competitive advantage. In line with Hallin and Marnburg (2008), the success of service organizations depends on the effectiveness of knowledge management that can improve service quality, innovation, and bridge individual capabilities and intellectual capital to produce superior performance.

4. DISCUSSION

Overall, these findings are supported by confirming that knowledge management functions as a partial mediator with a positive influence, reinforcing the influence of intellectual capital and employee performance on competitive advantage. The results of the study show that both intellectual capital and employee performance have a direct influence on competitive advantage. The mediation test results reveal a new finding that this influence becomes stronger when mediated by knowledge management. This finding is a novelty in research

because it shows that an organization's competitive advantage is not only determined directly by intellectual capital and employee performance but also depends heavily on the effectiveness of knowledge management as a connecting mechanism that strengthens these relationships.

The results of this study are in line with the Resource Based View (RBV) theory, which explains that effective intellectual resource management creates added value and strengthens the competitiveness of hotels in a dynamic market (Awais et al., 2023; Davis and Dewitt, 2021). This is reinforced by Lloyd and Penrose (1961) which explains that company growth is not only determined by external conditions (market or industry) but is also greatly influenced by how companies utilize their internal resources (especially human resources, managerial experience, and knowledge).

The above statement is supported by the theory of Helfat and Peteraf (2014), that a collection of skills and abilities enables businesses to create new processes and products and change market conditions. Companies have dynamic capabilities that enable them to change the location of their resources (Bingham et al., 2015). Through the RBV approach, this study explains how hotels in Indonesia manage knowledge to create superior services and sustainable innovation (Stoian et al., 2024).

This study is also supported by Intellectual Capital Theory from Stewart (2004) which presents important ideas regarding the value of knowledge and intellectual assets in organizations. This explains that intellectual assets will only provide economic value if they can be organized, developed, and utilized through appropriate managerial systems and processes. In line with what is stated by Iastremska and Martynenko (2015) and Marr et al., (2004) that intellectual capital is the key to innovation and knowledge-based competitive advantage today. This is in line with research findings that emphasize the importance for company leaders to continuously improve employee performance and utilize intellectual capital (Nerdrum and Erikson, 2001). Intellectual capital helps hotels adapt to changes in the tourism market, both through technological innovation and operational flexibility (Teece et al., 2009).

This is in line with the views of Grant (1991), that corporate resources must be carefully grouped and managed to maximize value and advantage. Furthermore, the success of competitive advantage can come from various sources, including product and service uniqueness, operational efficiency, innovation, and better use of resources. Furthermore, the success of competitive advantage can come from various sources, including product and service uniqueness, operational efficiency, innovation, and better use of resources (Pressman et al., 2015). In line with the research results from Caliskan and Koroglu (2022) it is stated that task performance is the quality and quantity of work that employees are expected to do in accordance with their responsibilities. From Porter's perspective in Hoskisson and Hitt (1999) this form of cooperation supports a combination strategy between efficiency and service quality.

5. CONCLUSSION

The results of the study show that all variables, namely intellectual capital, employee performance, knowledge management, and competitive advantage, are rated highly and are positively correlated. However, the correlation between intellectual capital and competitive advantage is relatively low, so further research needs to explore the role of knowledge management as a mediating variable using Structural Equation Modeling (SEM) or multigroup analysis in different industrial contexts.

Theoretically, this study reinforces the Resource-Based View (RBV) and Intellectual Capital theory, emphasizing that competitive advantage is not only determined by the ownership of valuable and scarce resources, but also by the organization's ability to strategically manage and utilize knowledge. Methodologically, the use of SEM-LISREL allows for a comprehensive analysis of causal relationships and mediating effects in a single integrated model.

The practical implications of this study highlight the importance of strengthening intellectual capital and knowledge management in improving hotel competitiveness. Managers need to develop information systems and a culture of knowledge sharing to support employee performance and organizational value creation. In addition, the results of this study can be used as a basis for policymakers to strengthen the quality of human resources through competency training, excellent service, and digital transformation in the hospitality industry.

However, this study has several limitations. First, the study only covers 3-, 4-, and 5-star hotels that have relatively established organizational structures and resources, so the results do not represent 1-star, 2-star, or non-star hotels. Second, the RBV theory context used is more suitable for medium to large-scale formal organizations, while small hotels may be more suitable for analysis using the dynamic capabilities approach. Third, the study respondents only included hotel managers, so it did not describe the perspectives of operational employees or customers. For further research, it is recommended to

expand the scope of respondents and hotel types, as well as to use theories or approaches that can capture the dynamics of organizational adaptation on a smaller scale.

Acknowledgements: The author would like to express his deepest gratitude for the financial support provided to complete this research, which was funded by the Indonesian Education Scholarship (BPI), Center for Higher Education Funding and Assessment (PPAPT), and Indonesian Endowment Fund for Education (LPDP). The author also wishes to thank their supervisors for their valuable guidance during the preparation of this article. Thank's are also extended to previous researchers whose contributions have helped improve the quality of this work.

REFERENCES

Abdelfattah, F., Salah, M., Dahleez, K., Darwazeh, R., & Al Halbusi, H. (2024). The future of competitive advantage in Oman: Integrating green product innovation, AI, and intellectual capital in business strategies. International Journal of Innovation Studies, 8(2), 154–171.
https://doi.org/10.1016/j.ijis.2024.02.001

Abdelwahed, N. A. A., Soomro, B. A., & Shah, N. (2023). Predicting employee performance through transactional leadership and entrepreneur's passion among the employees of Pakistan. Asia Pacific Management Review, 28(1), 60–68. https://doi.org/10.1016/j.apmrv.2022.03.001

Abo-Murad, M., AL-Khrabsheh, A., & Jamil, R. (2019). Effect of the organisational culture on crisis management in hotel industry: A qualitative exploration. Journal of Legal, Ethical and Regulatory Issues, 23(2), 1–18.

Abualoush, S. H., Obeidat, A. M., Tarhini, A., Masa'deh, R., & Al-Badi, A. (2018). The role of employees' empowerment as an intermediary variable between knowledge management and information systems on employees' performance. VINE Journal of Information and Knowledge Management Systems, 48(2), 217–237. https://doi.org/10.1108/VJIKMS-08-2017-0050

Ahmed, S. S., Khan, M. M., Khan, E., & Sohail, F. (2021). The Dynamics of Intellectual Capital in Current Era. The Dynamics of Intellectual Capital in Current Era, July. https://doi.org/10.1007/978-981-16-1692-1

Al-Husseini, S. (2023a). Intellectual capital dimensions and employee performance: The mediating role of organizational learning. Cogent Business and Management, 10(3), 1–22.
https://doi.org/10.1080/23311975.2023.2284437

Al-Husseini, S. (2023b). Intellectual capital dimensions and employee performance: The mediating role of organizational learning. Cogent Business and Management, 10(3).
https://doi.org/10.1080/23311975.2023.2284437

Al-Tit, A. A., Al-Ayed, S., Alhammadi, A., Hunitie, M., Alsarayreh, A., & Albassam, W. (2022). The Impact of Employee Development Practices on Human Capital and Social Capital: The Mediating Contribution of Knowledge Management. Journal of Open Innovation: Technology, Market, and Complexity, 8(4). https://doi.org/10.3390/joitmc8040218

Alam, M. A., Rooney, D., Lundmark, E., & Taylor, M. (2023). The Ethics of Sharing: Does Generosity Erode the Competitive Advantage of an Ecosystem Firm? Journal of Business Ethics, 187(4), 821–839. https://doi.org/10.1007/s10551-022-05228-5

Alavi, M., & Leidner, D. E. (2001). Knowledge Management System ; Conceptual Foundations and Reasearch Issues. MIS Quarter, 25(1), 107–136.

Allameh, S. M. (2018). Antecedents and consequences of intellectual capital: The role of social capital, knowledge sharing and innovation. Journal of Intellectual Capital, 19(5), 858–874. https://doi.org/10.1108/JIC-05-2017-0068

Amin, H., & Abbas, W. (2021). Efficient Utilization of Intellectual Capital for Sustainable Development: A Case of Pakistan. The Dynamics of Intellectual Capital in Current Era, Ic, 187–204. https://doi.org/10.1007/978-981-16-1692-1_9

Andrew Kok. (2007). Intellectual Capital Management as Part of Knowledge Management Initiatives at Institutions of Higher Learning. Electronic Journal of Knowledge Management Volume, 5(2), 181–192.

Antunes, F., Pereira, L. F., Dias, Á. L., & da Silva, R. V. (2023). Flexible labour policies as competitive advantage. Global Journal of Flexible Systems Management, 24(4), 563–590. https://doi.org/10.1007/s40171-023-00352-1

Astuti, P. D., Chariri, A., & Rohman, A. (2019). Association between intellectual capital and competitive advantage: A case study on the hotel industry in bali province, Indonesia. Humanities and Social

Sciences Reviews, 7(4), 440–449. https://doi.org/10.18510/hssr.2019.7460
Awais, M., Ali, A., Khattak, M. S., Arfeen, M. I., & Chaudhary, M. A. I. (2023). Strategic Flexibility and Organizational Performance : Mediating Role of Innovation. August, 1–17. https://doi.org/10.1177/21582440231181432
Babajee, R. B., Seetanah, B., & Nunkoo, R. (2020). The determinants of hotel financial performance: an intellectual capital perspective. Journal of Hospitality Marketing and Management, 29(8), 1008–1026. https://doi.org/10.1080/19368623.2020.1703870
Barak, M., & Sharma, R. K. (2024). Does intellectual capital impact the financial performance of Indian public sector banks? An empirical analysis using GMM. Humanities and Social Sciences Communications, 11(1), 1–11. https://doi.org/10.1057/s41599-024-02702-5
Barney, 1991. (n.d.). Competitive Advantage.
Basu, R. (2024). The Importance Of HR Policies On Employee Performance , Employee Engagement And Employee Motivation In Various Organizations , Educational Administration : Theory and Practice Educational Administration : Theory and Practice The Importance Of HR Policies . May. https://doi.org/10.53555/kuey.v30i5.3617
Becker, B. E., & Huselid, M. A. (2006). Strategic human resources management: Where do we go from here? Journal of Management, 32(6), 898–925. https://doi.org/10.1177/0149206306293668
Bingham, C. B., Heimeriks, K. H., Schijven, M., & Gates, S. (2015). Concurrent learning: How firms develop multiple dynamic capabilities in parallel. Strategic Management Journal, 36(12), 1802–1825. https://doi.org/10.1002/smj.2347
Buil, I., Martínez, E., & Matute, J. (2019). Transformational leadership and employee performance: The role of identification, engagement and proactive personality. International Journal of Hospitality Management, 77(May), 64–75. https://doi.org/10.1016/j.ijhm.2018.06.014
Caliskan, A., & Koroglu, E. O. (2022). Job Performance, Task Performance, Contextual Performance: Development and Validation of a New Scale. Uluslararası İktisadi ve İdari Bilimler Dergisi, 8(2), 180–201. https://doi.org/10.29131/uiibd.1201880
Camison-Haba, S., Clemente-Almendros, J. A., & Gonzalez-Cruz, T. (2024). Connecting Human and Information Resources in the Generation of Competitive Advantage. In Journal of the Knowledge Economy (Issue 0123456789). Springer US. https://doi.org/10.1007/s13132-024-01907-y
Canonico, P., De Nito, E., Esposito, V., Pezzillo Iacono, M., & Consiglio, S. (2020). Knowledge creation in the automotive industry: Analysing obeya-oriented practices using the SECI model. Journal of Business Research, 112(November 2019), 450–457. https://doi.org/10.1016/j.jbusres.2019.11.047
Castro, M. V. de M., de Araujo, M. L., Ribeiro, A. M., Demo, G., & Meneses, P. P. M. (2020). Implementation of strategic human resource management practices: a review of the national scientific production and new research paths. Revista de Gestao, 27(3), 229–246. https://doi.org/10.1108/REGE-10-2018-0102
Chahal, H., & Bakshi, P. (2015). Examining intellectual capital and competitive advantage relationship: Role of innovation and organizational learning. International Journal of Bank Marketing, 33(3), 376–399. https://doi.org/10.1108/IJBM-07-2013-0069
Davis, G. F., & Dewitt, T. (2021). Organization Theory and the Resource-Based View of the Firm : The Great Divide. 47(7), 1684–1697. https://doi.org/10.1177/0149206320982650
Do, M. H., Thanh Tam, V., & Kim-Duc, N. (2022). Investigating intellectual capital: The role of intellectual property rights reform. Cogent Economics and Finance, 10(1). https://doi.org/10.1080/23322039.2022.2106630
Edeh, E., Lo, W.-J., & Khojasteh, J. (2023). Review of Partial Least Squares Structural Equation Modeling (PLS-SEM) Using R: A Workbook. In Structural Equation Modeling: A Multidisciplinary Journal (Vol. 30, Issue 1). https://doi.org/10.1080/10705511.2022.2108813
Edeh, F. O., Zayed, N. M., Darwish, S., Nitsenko, V., Hanechko, I., & Anwarul Islam, K. M. (2023). Impression Management and Employee Contextual Performance in Service Organizations (Enterprises). Emerging Science Journal, 7(2), 366–384. https://doi.org/10.28991/ESJ-2023-07-02-05
Arslan. 2018. Organizational cynicism and employee performance Moderating role of employee engagement.
Farnese, M. L., Barbieri, B., Chirumbolo, A., & Patriotta, G. (2019). Managing knowledge in organizations: A nonaka's SECI model operationalization. Frontiers in Psychology, 10(December), 1–15. https://doi.org/10.3389/fpsyg.2019.02730
Farzaneh, M., Wilden, R., Afshari, L., & Mehralian, G. (2022). Dynamic capabilities and innovation ambidexterity: The roles of intellectual capital and innovation orientation. Journal of Business Research,

148(April 2021), 47–59. https://doi.org/10.1016/j.jbusres.2022.04.030
Graf, N. S. (2011). Market structure and demand-side substitutability of chained urban hotel segments. International Journal of Hospitality Management, 30(1), 82–90. https://doi.org/10.1016/j.ijhm.2010.03.011
Grant, R. M. (1991). The Resource-Based Theory of Competitive Advantage: Implications for Strategy Formulation. California Management Review, 33(3), 114–135. https://doi.org/10.2307/41166664
Grant, R. M. (1996). Toward a knowledge-based theory of the firm. Strategic Management Journal, 17(SUPPL. WINTER), 109–122. https://doi.org/10.1002/smj.4250171110
Gregorio Martin de Castro, Pedro Lopez Saez, José Emilio Navas Lopez_The role of corporate reputation in developing relational capital _ Emerald Insight. (n.d.).
Ha, S. T., Lo, M. C., Suaidi, M. K., Mohamad, A. A., & Razak, Z. Bin. (2021). Knowledge management process, entrepreneurial orientation and performance in smes: Evidence from an emerging economy. Sustainability (Switzerland), 13(17). https://doi.org/10.3390/su13179791
Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2022). A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM) Third Edition.
Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. European Business Review, 31(1), 2–24. https://doi.org/10.1108/EBR-11-2018-0203
Hair và các tác giả. (2006). Multivariate_Data_Analysis_7th_Edition.pdf (pp. 1–761).
Hallin, C. A., & Marnburg, E. (2008). Knowledge management in the hospitality industry: A review of empirical research. Tourism Management, 29(2), 366–381. https://doi.org/10.1016/j.tourman.2007.02.019
Helfat, C. E., & Peteraf, M. A. (2014). Managerial Cognitive Capabilities And The Microfoundations Of Dynamic Capabilities Forthcoming Strategic Management Journal. Strategic Management Journal, 36(6), 831–850.
Hock-Doepgen, M., Clauss, T., Kraus, S., & Cheng, C. F. (2021). Knowledge management capabilities and organizational risk-taking for business model innovation in SMEs. Journal of Business Research, 130, 683–697. https://doi.org/10.1016/j.jbusres.2019.12.001
Hoskisson, R. E., & Hitt, M. a. (1999). management : Swings of a pendulum. Journal of Management, 25(3), 417–456. http://jom.sagepub.com/content/25/3/417.short
Huang, K., Wang, K., Lee, P. K. C., & Yeung, A. C. L. (2023). The impact of industry 4.0 on supply chain capability and supply chain resilience: A dynamic resource-based view. International Journal of Production Economics, 262(May), 108913. https://doi.org/10.1016/j.ijpe.2023.108913
Iastremska, O., & Martynenko, M. (2015). Priority directions of investments into development of the systems of organizational knowledge of industrial business entities. Investment Management and Financial Innovations, 12(3), 80–92.
Imani, S., Foroudi, P., Seyyedamiri, N., & Dehghani, N. (2020). Improving employees' performance through internal marketing and organizational learning: Mediating role of organizational innovation in an emerging market. Cogent Business and Management, 7(1), 1–23. https://doi.org/10.1080/23311975.2020.1762963
Ishrat, R., & Rahman, W. (2020). Knowledge of the situation, social network and knowledge sharing in Peshawar University: an empirical study. Economic Research-Ekonomska Istrazivanja , 33(1), 752–768. https://doi.org/10.1080/1331677X.2020.1718521
Islam, R., & Rasad, S. bin M. (2005). Employee Performance Evaluation By AHP: A Case Study. 11, 163–176. https://doi.org/10.13033/isahp.y2005.028
Jegan Joseph Jerome, J., Sonwaney, V., Bryde, D., & Graham, G. (2024). Achieving competitive advantage through technology-driven proactive supply chain risk management: an empirical study. Annals of Operations Research, 332(1–3), 149–190. https://doi.org/10.1007/s10479-023-05604-y
Jin Chen and Ikujiro Nonaka. (2016). Jin Chen and Ikujiro Nonaka. In Educacao e Sociedade (Vol. 1, Issue 1). http://www.biblioteca.pucminas.br/teses/Educacao_PereiraAS_1.pdf%0Ahttp://www.anpocs.org.br/portal/publicacoes/rbcs_00_11/rbcs11_01.htm%0Ahttp://repositorio.ipea.gov.br/bitstream/11058/7845/1/td_2306.pdf%0Ahttps://direitoufma2010.files.wordpress.com/2010/
Kowal, J., & Paliwoda-Pękosz, G. (2017). ICT for Global Competitiveness and Economic Growth in Emerging Economies: Economic, Cultural, and Social Innovations for Human Capital in Transition Economies. Information Systems Management, 34(4), 304–307. https://doi.org/10.1080/10580530.2017.1366215
Kurniawanti, I. A., Zain, D., Thoyib, A., & Rahayu, M. (2023). Knowledge hiding and individual task performance: The role of individual creativity as mediator. Heliyon, 9(11), e21035. https://doi.org/10.1016/j.heliyon.2023.e21035
Larkin, J., & Neumann, R. (2012). Playing the performance management game? Perceptions of Australian older

academics. Irish Journal of Management, 32(2), 47–69.
Lee, Y. L. A., Malik, A., Rosenberger, P. J., & Sharma, P. (2020). Demystifying the differences in the impact of training and incentives on employee performance: mediating roles of trust and knowledge sharing. Journal of Knowledge Management, 24(8), 1987–2006. https://doi.org/10.1108/JKM-04-2020-0309
Lloyd, L. E., & Penrose, E. T. (1961). The Theory of the Growth of the Firm. Journal of Marketing, 25(3), 105. https://doi.org/10.2307/1249545
M. ROGERSON, J. (2013). Market segmentation and the changing budget hotel industry in urban South Africa. Urbani Izziv, 24(2), 112–123. https://doi.org/10.5379/urbani-izziv-en-2013-24-02-003
Mahmood, H., Rehman, A. U., Sabir, I., Rauf, A., Afthanorhan, A., & Nawal, A. (2023). Does organizational justice facet matters in knowledge hiding? Heliyon, 9(8). https://doi.org/10.1016/j.heliyon.2023.e18372
Mahrinasari, M. S., Bangsawan, S., & Sabri, M. F. (2024). Local wisdom and Government's role in strengthening the sustainable competitive advantage of creative industries. Heliyon, 10(10), e31133. https://doi.org/10.1016/j.heliyon.2024.e31133
Marr, B., Gupta, O., Pike, S., & Roos, G. (2003). Intellectual capital and knowledge management effectiveness. Management Decision, 41(8), 771–781. https://doi.org/10.1108/00251740310496288
Marr, B., Schiuma, G., & Neely, A. (2004). Intellectual capital – defining key performance indicators for organizational knowledge assets. Business Process Management Journal, 10(5), 551–569. https://doi.org/10.1108/14637150410559225
Mustika, H., Eliyana, A., Agustina, T. S., & Anwar, A. (2022). Testing the Determining Factors of Knowledge Sharing Behavior. SAGE Open, 12(1). https://doi.org/10.1177/21582440221078012
Mwangi, J. K., & Mwanzu, A. (2025). Influence of knowledge creation on organizational competitive advantage in the telecommunication industry in Kenya. Information Development, 41(4), 1192–1202. https://doi.org/10.1177/02666669231186139
Nahapiet, J., & Ghoshal, S. (2009). Social capital, intellectual capital, and the organizational advantage. Knowledge and Social Capital, 23(2), 119–158. https://doi.org/10.2307/259373
Nalcaci, G., & Yagci, M. I. (2014). The Effects of Marketing Capabilities on Export Performance Using Resource-based View: Assessment on Manufacturing Companies. Procedia - Social and Behavioral Sciences, 148, 671–679. https://doi.org/10.1016/j.sbspro.2014.07.012
Nerdrum, L., & Erikson, T. (2001). Intellectual capital: A human capital perspective. Journal of Intellectual Capital, 2(2), 127–135. https://doi.org/10.1108/14691930110385919
Nilashi, M., Baabdullah, A. M., Abumalloh, R. A., Ooi, K. B., Tan, G. W. H., Giannakis, M., & Dwivedi, Y. K. (2023). How can big data and predictive analytics impact the performance and competitive advantage of the food waste and recycling industry? Annals of Operations Research. https://doi.org/10.1007/s10479-023-05272-y
Nonaka, I., Umemoto, K., & Senoo, D. (1996). From information processing to knowledge creation: A paradigm shift in business management. Technology in Society, 18(2 SPEC. ISS.), 203–218. https://doi.org/10.1016/0160-791X(96)00001-2
Ordez de Pablos, P. (2004). Measuring and reporting structural capital - Lessons from European learning firms..
Ozgun, A. H., Tarim, M., Delen, D., & Zaim, S. (2022). Social capital and organizational performance: The mediating role of innovation activities and intellectual capital. Healthcare Analytics, 2(February), 100046. https://doi.org/10.1016/j.health.2022.100046
Panarina, E. (2021). Intellectual Capital and Firm Internationalization. In The Dynamics of Intellectual Capital in Current Era. https://doi.org/10.1007/978-981-16-1692-1_4
Patwary, A. K., Azam, N. R. A. N., Ashraf, M. U., Muhamed Yusoff, A., Mehmood, W., & Rabiul, M. K. (2025). Examining employee performance through knowledge management practices, organisational commitment and capacity building in the Malaysian hotel industry. Global Knowledge, Memory and Communication, 74(3–4), 733–752. https://doi.org/10.1108/GKMC-11-2022-0256
Pradhan, R. K., & Jena, L. K. (2017). Employee Performance at Workplace: Conceptual Model and Empirical Validation. Business Perspectives and Research, 5(1), 69–85. https://doi.org/10.1177/2278533716671630
Pressman, S., Davies, H., Ellis, P., Robinson, R. D., & Laufs, K. (2015). Michael Porter. In The International Executive (Vol. 15, Issue 3, p. ii). http://thchou.blogspot.co.uk/2008/08/michael-porter.html
Purwanto, J., Nasution, R. A., & Anggoro, Y. (2023). Gaining competitive advantage through corporate foresight value creation—The evidence from ASEAN automotive local affiliate companies. Journal of Open Innovation: Technology, Market, and Complexity, 9(4). https://doi.org/10.1016/j.joitmc.2023.100143
Li, Z_The effects of psychological capital, social capital, and human capital on hotel employees' occupational

stress and turnover intention - ScienceDirect.
Qalati, S. A., Zafar, Z., Fan, M., Sánchez Limón, M. L., & Khaskheli, M. B. (2022). Employee performance under transformational leadership and organizational citizenship behavior: A mediated model. Heliyon, 8(11). https://doi.org/10.1016/j.heliyon.2022.e11374
Qin, Y., Adler, H., & Cai, L. A. (2012). Successful Growth Strategies of Three Chinese Domestic Hotel Companies. Journal of Management and Strategy, 3(1), 40–54. https://doi.org/10.5430/jms.v3n1p40
Ragazou, K., Passas, I., Garefalakis, A., & Zopounidis, C. (2023). Business intelligence model empowering SMEs to make better decisions and enhance their competitive advantage. Discover Analytics, 1(1). https://doi.org/10.1007/s44257-022-00002-3
Ramada, O. T. (2021). Intellectual Capital : Brief State-of-the-Art. 45–52.
Rehman, S. U., Bresciani, S., Ashfaq, K., & Alam, G. M. (2022). Intellectual capital, knowledge management and competitive advantage: a resource orchestration perspective. Journal of Knowledge Management, 26(7), 1705–1731. https://doi.org/10.1108/JKM-06-2021-0453
Roos, G., & Roos, J. (1997). Measuring your company's intellectual performance. Long Range Planning, 30(3), 413–426. https://doi.org/10.1016/s0024-6301(97)00022-8
Sarstedt, M., Ringle, C. M., & Hair, J. F. (2020). Handbook of Market Research. In Handbook of Market Research (Issue July). https://doi.org/10.1007/978-3-319-05542-8
Shafique, I., Rafi, N., & Kalyar, M. N. (2021). Strategic Leadership : A Complementary Approach. 257–274.
Spender, J. C., & Grant, R. M. (1996). Knowledge and the firm: Overview. Strategic Management Journal, 17(SUPPL. WINTER), 5–9. https://doi.org/10.1002/smj.4250171103
Stadtlander, C. T. K.-H. (2009). Qualitative, Quantitative, and Mixed-Methods Research. Microbe Magazine, 4(11), 485–485. https://doi.org/10.1128/microbe.4.485.1
Stewart, T. A. (2004). Intellectual Capital: The New Wealth of Nations. 30(December), 1–278.
Stoian, M. C., Tardios, J. A., & Samdanis, M. (2024). The knowledge-based view in international business: A systematic review of the literature and future research directions. International Business Review, 33(2), 102239. https://doi.org/10.1016/j.ibusrev.2023.102239
Stonehouse, G., & Snowdon, B. (2007). Competitive advantage revisited Michael Porter on strategy and competitiveness. Journal of Management Inquiry, 16(3), 256–273. https://doi.org/10.1177/1056492607306333
Stor, M. (2022). Human Resources Management in Multinational Companies. In Human Resources Management in Multinational Companies. https://doi.org/10.4324/9781003357087
Suutari, T., Lähdesmäki, M., & Kurki, S. (2023). Doing well and doing good? Small rural businesses' performance and responsibility towards local communities. Journal of Rural Studies, 102(November 2022). https://doi.org/10.1016/j.jrurstud.2023.103097
Tafese Keltu, T. (2024). The effect of human resource development practice on employee performance with the mediating role of job satisfaction among Mizan Tepi University's academic staff in Southwestern Ethiopia. Heliyon, 10(8), e29821. https://doi.org/10.1016/j.heliyon.2024.e29821
Teece, D. J., Pisano, G., & Shuen, A. (2009). Dynamic capabilities and strategic management. Knowledge and Strategy, 18(April 1991), 77–116. https://doi.org/10.4337/9781035334995.00014
Tehseen, S., Khalid, S., Rather, R. A., Qureshi, Z. H., & Al Halbusi, H. (2020). Hrm practices for knowledge management and retail firms' performances: A comparative study among malay and chinese firms. International Journal of Entrepreneurship, 24(1).
Wahyono, & Hutahayan, B. (2021). The relationships between market orientation, learning orientation, financial literacy, on the knowledge competence, innovation, and performance of small and medium textile industries in Java and Bali. Asia Pacific Management Review, 26(1), 39–46. https://doi.org/10.1016/j.apmrv.2020.07.001
Xiong, B., Skitmore, M., & Xia, B. (2015). A critical review of structural equation modeling applications in construction research. Automation in Construction, 49(PA), 59–70. https://doi.org/10.1016/j.autcon.2014.09.006
Yeboah, A. (2023). Knowledge sharing in organization: A systematic review. Cogent Business and Management, 10(1), 1–38. https://doi.org/10.1080/23311975.2023.2195027
Zhang, Z., Wang, X., & Chun, D. (2022). The Effect of Knowledge Sharing on Ambidextrous Innovation: Triadic Intellectual Capital as a Mediator. Journal of Open Innovation: Technology, Market, and Complexity, 8(1). https://doi.org/10.3390/joitmc8010025