



ASSESSING THE IMPACT OF INTERNAL SOCIAL CAPITAL ON PERFORMANCE OF HOSPITALITY INDUSTRY IN MINNA METROPOLIS

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Abstract

Hospitality industry, especially hotel business is declining in Nigeria due to their inability to infuse the culture of social relationship among network members during operation. Hence, this study investigates the impact of internal social capital on performance of hospitality industry in Minna Metropolis, Niger State. Using data generated from structured questionnaire from 68 respondents of Two-stars and Three- stars hotels in Minna, Niger state. Descriptive and inferential statistics were employed for data analysis. The result showed R^2 of 71.8% at 0.000 significant for Two- stars hotels, 46.3% at 0.0140 significant for Three- stars hotels and 57.3% at 0.0011 significant for pooled data. The study revealed that information sharing has a significant and positive impact on performance of Two- Stars, Three- Star's hotels and Pooled data in the study area. The result also revealed that trust has a positive impact on performance of Two- Star's hotels and pooled data as well as positive and insignificant impact on performance of Three- stars hotels. The result further revealed that shared vision has a negative but insignificant impact on performance of Two- Star's hotels and pooled data as well as significant and positive impact on performance of Three- stars hotels. The study concluded that information sharing has the strongest impact on performance of hotels in the study area which means that sharing vital information among network members enhances effective and efficient services delivery. It is recommended that management of hotels should imbibe the culture of internal social capital as catalyst that influence employees' behavior to achieved sustained performance. Government should ensure strict compliance of internal social capital dimensions in developing local content policies by institutional body as well as explore internal social capital as critical tool for business success.

Keywords: *Internal social capital, Performance, social capital theory. Information sharing, Trust, Shared vision*

1. Introduction

The recent dynamic nature of business environment has made hospitality industry operating in a competitive environment to constantly improve their performance, otherwise, they may experience decline in business (Chamanifard, Nikpour and Chamanifard, 2015; Samad, 2020). As such,



Hospitality industry across the globe has now focused on how to enhance their services irrespective of the capabilities and resources required for such investments (Nemati Akbarzadeh, Zangiyan and Baqersad 2017; Konak and Secilmis, 2018; Majeed, 2019). Relatedly, internal social capital connotes social relationship among employees within an organization and the dimensions of the relationship include (trust, information sharing and shared vision) (Konak and Secilmis, 2018). More so, resources generated from internal social capital are shared by internal organizational members (Tang, 2016; Hallam, 2017). In addition, the internal perspective, also known as the “bonding social capital”, facilitate the creation of dense networks through mutual understanding and cohesion among network members involved in the hotel’s operation (Mahajan and Benson, 2013; Dai, Mao, Zhao and Mattila, 2015; Konak and Secilmis, 2018; Akintimehin, Eniola, Alibi, Eluyela, Okere and Ozordi, 2019).

Internal Social capital is of particular important to hospitality industry by ameliorating hotels employees’ knowledge about guest desire and tailored their service accordingly (Pinho, 2011; Terrykim Lee, Paek and Lee, 2013; Li, Ye and Sheu, 2014). It is the fundamental responsibility of hotels employees to ensure that every customer has a desirable experience at the hotels, if they want the customer come back again and also share the good experience about their services to family members, friends and workmate (Akintola, Zubairu, Dokochi and Umar, 2019). This service starts from the doorman who welcome the guests, to receptionist who allocate room to the guests, to the porter who assist to take the guests luggage’s to their room, chef who served the guests with food, and to cleaner who maintain good hygiene of hotels environment. Konak and Secilmis (2018) argue that successful interaction between actors enables hotel managers to mobilize beneficial resource for the organization which in turn, enhances organizational performance. More so, successful interaction among different departments and employees within the hotels enable managers to gather knowledge “spillovers” to accomplished collective ends or obtain vital resources to satisfy customer need (Felcio, Couto, Caiado, 2014).

In the hospitality industry, social relationship can be a vehicle of ensuring employees of organizations perform well consistently (Samad, 2020). This is because good relationship among employees enhances inter- firm collaboration that spur them to put their best to satisfied customers desire as well as retain loyalty to the hotel. Unfortunately, hotels owners in Nigeria seem to have undermined the crucial importance of adopting internal social capital as blueprint for operational efficiency (Akintimehin *et al.*, 2019). Rather, they treat their employees as just ordinary workers with no courtesy and they can hire -fire at owners will if they fail to perform their task as expected (Li *et al.*, 2014). At times, these employees are threatened with sexual harassment and abuse. This negative threat may have a devastating effect on hotels employees’ performance in Minna and Niger state at large, which in turn result to negative impact on the long-term sustainability of these hotels (Akintola *et al.*, 2019). The study sought to provide insights to institutional bodies such as National Tourism Development Council (NTDC) on the outcome of social relationship would positively facilitate the upward moving of the country tourist to that of their partners in other countries. Notwithstanding, the study would be of importance to the policymakers in the formulation of regulatory framework or policy documents that will guide the activities of indigenous lodging firms.

However, this study hopes to address this problem by assessing the impact of internal social capital on hospitality industry performance in Minna, Niger State. The remaining part of the study is

structured as follows. Section two provides the literature review of the variables considered for this study. Section three provides the methodology adopted for this study. Section four provides results and discussion, while, the last section contains conclusion and recommendations.

2. Literature Review

2.1 Conceptual Framework

This study has two main variables, internal social capital and performance. This study conceptualized internal social capital as having three dimensions (information sharing, shared vision and trust) as used in the studies of (Mahajan and Benson, 2013; Dai *et al.*, 2015; Konak and Secilmis, 2018; Akintimehin *et al.*, 2019). Information sharing is referred to as the degree to which network members disseminate information that may enhance inter-firm collaboration and transfers of new knowledge that foster cooperation among network members during the process of service delivery (Chamanifard *et al.*, 2015; Munaidy *et al.*, 2015; Hallam, Dosamante, Zanella, 2018). Moreover, Trust indicates confidence among employees in hotels that regular day to day behaviors with actors will be freehearted, cooperative and predictable based on mutual understanding (Dai *et al.*, 2015; Mani and Lakhali, 2015; Saha and Banerjee, 2014). It is also considered as catalyst that influence network member's behaviour, and helps them obtain valuable resources from each other (Muniady, Mamun, Mohamad, Permarupan Zainol, 2015). Finally, Shared vision is viewed as the extent of sharing similar values, purpose and behavior among network members (Chamanifard, *et al.*, 2015; Hallam *et al.*, 2018), and therefore pursue a common strategic goals and vision that foster collective and integrative responsibility among actors (Li *et al.*, 2014).

Consequential to this, the study's second variable, performance has been conceptualized using one of either form: financial dimensions and non-financial dimensions or a combination of both (Pinho, 2011; Terrykim *et al.*, 2013; Felcio *et al.*, 2014; Tang, 2016; Nemati *et al.*, 2017). In the determining measure of performance for this study. This study used non-financial measures because this measures has no monetary element but they are considered as main performance indicators affecting financial measures (Terrykim *et al.*, 2013; Hador, 2017)

The conceptual framework depicts the input and output variables of the study in the Figure 1.

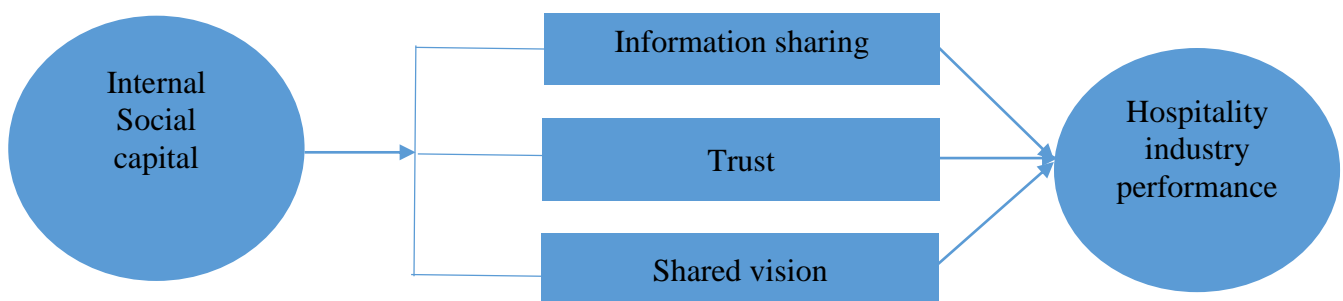


Figure 1: Conceptual Framework

2.2 Theoretical Framework for the Study

In this study, three most common theories that explain the input and output variables were reviewed. Resource base theory (RBT), which was proposed by Birger Wernerfelt in 1980's with central focus on social resources (information sharing, trust and shared vision) as key indicator of



attaining superior performance in hospitality industry (Terrykim *et al.*, 2013; Mani and Lakhali, 2015; Neneh, 2017). However, the theory was almost a perfect fit for the current study but the major drawback was its central focus on tangible and intangible resources which goes contrary to social capital that rely only on intangible resources as tool for achieving competitive advantage. More so, Social identity theory was proposed by Henri Tajfel, a great psychologist in 1979 (Mahajan and Benson, 2013). The theory was employed to explain how people interact and value themselves based on group membership (Neneh, 2017; Hallam *et al.*, 2018). These sense of identity influences information sharing, trust and shared vision among network members (Terrykim *et al.*, 2013; Mani and Lakhali, 2015). The major limitation of theory is that its fail to explain at which level of social identity can group influence an individual behaviour in hospitality industry. The study adopted Social capital theory (SCT) as the theory that underpinned the explanatory and explained variable of the study. The theory was developed by French sociologist Pierre Bourdieu in 1986. Although, the theory, spring from network theory which focuses on network structural analysis of social network members and its notion was to integrate socio-cultural factors to explain economic outcomes (Bhandari and Yasunobu, 2009). SCT posits that hospitality industry rely on the concept of social relationship among actors, which is usually characterised by trust, shared vision, information sharing, accepted norms which allow network members to efficiently and effectively work as a team in pursuing business objectives (Felicio *et al.*, 2014; Konak and Secilmis, 2018).

2.3 Empirical Literature Review

Terrykim *et al.* (2013) investigated the influence of structural, relational and cognitive social capital on knowledge collecting, sharing knowledge and knowledge donating on performance hotels. 486 employees of 14 top tier five-star hotels in Seoul Korea were survey with correlated method of data analysis. The findings indicate that relational, structural and cognitive social capital has a significant but positive impact on employee's knowledge collecting knowledge sharing, and knowledge donating. The study recommended that hotels should employ culture the social relationship as a vehicle of transferring knowledge among hotels employees.

Konak and Secilmis (2018) examined the mediating role of social capital on the relationship between competitive strategies and performance of hotels in Turkey. 300 top managers of five-star hotels in two cities in turkey were survey for study. Hierarchical moderated regression was used to analyse the data collected for the study. The results indicate that internal social capital has a significant but positive impact on the hotels performance and competitive strategies are partially mediated between internal social capital and hotels performance. The study recommended that hotels should learn and implement these strategies to achieve competitive advantage.

Tata (2015) investigated how social capital influence immigrant family business performance through mediating effect of network benefit. Snow ball sampling technique was used to select 170 immigrant family businesses for the survey. Multiple regression analysis was used to analyse data collected. The results indicate that network benefits mediate the relationship between immigrant family business performance and social capital. The relationship is significant but positive between social capital and immigrant family business. The study recommended that immigrant family business should imbibe the culture of social capital as a critical tool for business success.



Akintimehin *et al.* (2019) explore the influences of structural and relational social capital on the performance of formal sector businesses in Nigeria. 650 formal business owners in Ikeja region of Lagos State, using cross-sectional survey with Partial Least – Square (PLS) analytical tool. The findings show that relational social capital has no significant and structural social capital had significant impact on performance of formal sector businesses. The study concluded that formal entrepreneurs should leverage on information sharing and also try to build their trust among employees as a vehicle for their business success.

Based on this review, it is empirically proof that majority of studies are foreign base and focused on SMEs as well as Five – Star’s hotels. This posed that geographical and industry wise gaps exist.

3. Research Methodology

3.1 Research Design.

This study adopted a cross sectional survey research design as used in the studies of Dai *et al.*, (2015); Swanson, Kim, Lee, Yang and Lee (2020) by employing an experimental research design. According to Niger State Association of Hotels, Minna branch, Niger State., there were 58 registered hotels in Minna as at the time of visit with 446 employees. Only 36 of the 58 hotels possessed the features of Two- stars and Three -stars hotels and thus served as the sample hotels for this study. A Multi – Stage sampling techniques was adopted for the study. In the first stage, purposive sampling technique was utilized and second stage census - based method was employed. Two key employees providing the administrative structural services (Manager and Receptionist) were surveyed for this study. The structured questionnaires were used to elicit response from respondents in terms of age, gender, academic qualification, working experience and functional responsibility. In line with prior studies, the study adopted a seven -point Likert scale with 5, 7, 8 and 10 items each for the dimensions of internal social capital and responsiveness performance items respectively (Terrykim *et al.* 2013; Swanson *et al.*, 2020; Konak and Secilmis, 2018; Akintimehin *et al.*, 2019). More so, a total of 72 questionnaires were administered to Manager and Receptionist of 36 hotel employees, these categories of employees are most helpful in understanding the operational efficiency of hospitality industry, out of which only 68 were found useful for the analysis of this study. The study employs a multiple regression analysis to measure the independent and dependent variables. While, descriptive statistics was used to analyse the demographic characteristics of the respondents using SPSS software package and STATA software package for analyzing multiple regression. The model is:

$$RP = \beta_0 + \beta_1IS + \beta_2T + \beta_3SV + \epsilon$$

Where, RP = Responsiveness Performance

IS =Information Sharing

T = Trust

SV= Shared Vision

ϵ =Error term

$$RP = \beta_0 + \beta_1IS + \beta_2T + \beta_3SV + \epsilon$$

β_1 = change in RP due to change in IS

β_2 = Change in RP due to change in T

β_3 = Change in RP due to change in SV



4. Results and Discussions

4.1 Results

Table 1 presents the demographic characteristic of the respondents, for both two stars and three-stars hotels.

Table 4.1 Demographic Characteristic of the Respondents

| | Two-Stars Hotels | | | Three-Stars Hotels | | | Pooled Data | | |
|----------------------------|------------------|------|------|--------------------|------|------|-------------|------|------|
| | F | (%) | Mean | F | (%) | Mean | F | (%) | Mean |
| Functional | | | | | | | | | |
| Manager | 17 | 50 | 50 | 17 | 50 | 50 | 34 | 50 | 50 |
| Receptionist | 17 | 50 | | 17 | 50 | | 34 | 50 | |
| Total | 34 | 100 | | 34 | 100 | 50 | 68 | 100 | |
| Gender | | | | | | | | | |
| Male | 22 | 64.7 | 65 | 18 | 53 | 53 | 40 | 58.8 | 59 |
| Female | 12 | 35.3 | | 16 | 47 | | 28 | 41.2 | |
| Total | 34 | 100 | | 34 | 100 | | 68 | 100 | |
| Age | | | | | | | | | |
| 26-30 years | 3 | 8.8 | | 10 | 29.4 | | 13 | 19.1 | |
| 31-35 years | 22 | 64.7 | 34 | 19 | 55.9 | 32 | 41 | 60.3 | 33 |
| 36-40 years | 7 | 20.5 | | 5 | 14.7 | | 12 | 17.6 | |
| 41 Above | 2 | 5.9 | | 0 | 0 | | 2 | 5.9 | |
| Total | 34 | 100 | | 34 | 100 | | 68 | 100 | |
| Educational qualifications | | | | | | | | | |
| SSCE | 2 | 5.9 | | 1 | 2.9 | | 3 | 4.4 | |
| ND/NCE | 8 | 23.5 | | 6 | 17.6 | | 14 | 20.6 | |
| HND/DEGREE | 17 | 50 | 3 | 19 | 55.9 | 3 | 36 | 52.9 | 3 |
| MASTERS | 7 | 20.6 | | 8 | 23.5 | | 15 | 22.1 | |
| Total | 34 | 100 | | 34 | 100 | | 68 | 100 | |
| Working experience | | | | | | | | | |
| Less than 5 years | 15 | 44.1 | 2 | 19 | 55.9 | 2 | 34 | 50 | 2 |
| 6-10 years | 15 | 44.1 | | 11 | 32.4 | | 26 | 38.2 | |
| 11-15 years | 3 | 8.8 | | 4 | 11.8 | | 7 | 10.3 | |
| Above 15 years | 1 | 2.9 | | 0 | 0 | | 1 | 2.9 | |
| Total | 34 | 100 | | 34 | 100 | | 68 | 100 | |

4.1.1 Functional Responsibility Distribution

Table 4.1 reveals functional responsibility of both Two- stars hotels and Three- stars hotels. It was revealed that Two-star hotels have 50%, representing 17 respondents who were managers, and 50%, representing 17 respondents who were receptionists. Likewise, Three-star hotels have 50%, representing 17 respondents who were managers and 50%, representing 17 respondents who were receptionists.



4.1.2 Gender of The Respondents

Table 4.1 revealed that Two- stars hotels had 64.7%, representing 22 respondents who were male, and 35.3%, representing 12 respondents who were female. Three- stars hotels also had 52.7%, representing 18 respondents who were male, and 47.1 %, representing 16 respondents who were female. This is an indication that more male was employed into the hotels, which can be attributed to the norms and values of the study area.

4.1.3 Age of The Respondents

Table 4.1 revealed that Two- stars hotels have 8.8%, representing 3 survey respondents that were of the age between 26 and 30 years respectively. More so, 64.7%, representing, 22 respondents had their age between 31 and 35 respectively. Furthermore, 20.6%, representing 7 respondents had their age between 36 and 40 years. Finally, 5.9% which represents 2 respondents had their age above 41years. Table 4.1 revealed that Three-star hotels had 29.4%, representing 10 survey respondents that were of the age between 26 and 30 years respectively, as well as 55.9%, representing 19 respondents fall between the age 31 and 35. Moreover, 14.7%, representing 5 respondents had their age between 36 and 40. The findings depict that age distribution of respondents among Two- stars and three- stars hotels are largely between 31 and 35 years which can be attributed to economic active age of the respondents.

4.1.4 Educational Qualifications of the Respondents

Table 4.1 shows the educational qualifications possessed by respondents. It was revealed that Two-stars hotels had 5.9%, representing 2 respondents had Secondary School Certificate Examination (SSCE). 23.5%, representing 8 survey respondents had their education level as National Diploma/NCE. 50%, representing 17 survey respondents had their education level as Higher National Diploma (HND)/Bachelor degree and 20.6%, representing 7 had their education level as Master Degree. Based on the result, a larger portion of the survey respondents had Higher National Diploma (HND)/Bachelor degree certificate with a 50% rating. Three-star hotels had 2.9%, representing 1 survey had Secondary School Certificate Examination (SSCE). 17.6%, representing 6 survey respondents had their education level as National Diploma/NCE. 55.9%, representing 19 survey respondents had their education level as Higher National Diploma (HND)/Bachelor degree and 23.5%, representing 8 survey respondents had their education level as Master degree. The average educational qualifications of respondents are Higher National Diploma (HND)/Bachelor degree; this is an indication that most employees at hospitality industries in the study area are graduates which can be attributed to the rates unemployment in the country.

4.1.5 Working Experience

Table 4.1 shows that the Two-star hotels have 44.1%, representing 15 respondents that had experience between 0-5 years and 6-10 years, in addition 8.8%, representing 3 survey respondents fall between 11-15 years, furthermore, 2.9%, representing 1 survey respondent also fall between 15 years and above. Three- stars hotels revealed that 55.9%, representing 19 survey respondents had their experience between 0-5 years, more so 32.4 %, representing 11 survey respondents had their experience between 6-10 years, furthermore, 11.8 %, representing 4 survey respondents fall between 11-15 years. In view of this, it evidently shows that majority of hotels employees have worked for a period 5years and below as well as between 6- 10 years for Two-star hotels and 0- 5 years for Three- stars hotels. The average working experience for the Two-star hotels and Three-stars hotels employees is 2 years.



Table 4.2 Regression Results of Impact of Internal Social Capital on Hospitality Industry in Minna Metropolis

| Explanatory variables | Two- Stars Hotels | | | Three- Stars Hotels | | | POOLED | | |
|-----------------------|-------------------|----------------|----------|---------------------|----------------|---------|-------------|----------------|----------|
| | Coefficient | Standard error | P> t | Coefficient | Standard error | P> t | Coefficient | Standard error | P> t |
| Information sharing | 0.1811366 | 116856 | 0.013** | 0.4732752 | 1965302 | 0.023** | 0.4217547 | 2291998 | 0.036** |
| Trust | 0.6963671 | 119584 | 0.000*** | 0.1524296 | 134932 | 0.269 | 0.5014252 | 1793544 | 0.010*** |
| Shared vision | -0.1885351 | 1699202 | 0.277 | 0.5067978 | 2159578 | 0.027** | -0.2397931 | 2161174 | 0.297 |
| Constant | 28.65913 | 13.88477 | 0.049** | 5.112301 | 13.65019 | 0.711 | 27.75569 | 1599218 | 0.094 |
| F | 9.45 | | | 3.20 | | | 4.99 | | |
| Prob>F | 0.0000*** | | | 0.0140** | | | 0.0011*** | | |
| R-square | 0.7179 | | | 0.4627 | | | 0.5733 | | |
| Adj R-square | 0.6420 | | | 0.3186 | | | 0.4584 | | |

p < 0.05

Source: Author’s Field Survey (2021)

4.2 Discussion of Regression Analysis Results

Table 4.2 showed R² of 0.7179, 0.46270 and 0.5733, implying that about 71.8%, 46.3 % and 57.3% of variations that occur in performance were explained by the independent variables included in the models of Two- Stars Hotels, Three- Stars Hotels and pooled respectively. While the remaining 28.2%, 53.7% and 42.7% were due to other extraneous variables not included in the model and error in measurement of some variables. The F- value of 9.45, 3.20 and 4.99 was significant at p < 0.05 across the hotels, respectively. Thus, indicating that the model for the study has a good fit.

Looking at the independent’s variables, it was revealed that information sharing had a coefficient of 0.1811366, 0.4732752 and 0.4217547 for Two-stars, Three-stars hotels and Pooled data and had a positive and significant relationship with hotels performance with p-value of 0.013**, 0.023** and 0.036** at < 0.05. This results in agreements with the studies of Neneh (2017), Hallam *et al.*, (2018) and Majeed (2019). Also, trust had coefficient of 0.6963671, 0.1524296 and 0.5014252 for Two-stars, Three-stars and Pooled data and had a significant and positive relationship with hotels performance in only Two-stars and pooled date, with a p-value of 0.000*** and 0.010*** at < 0.05. This results in consonance with studies of Neneh (2017), Konal and Secilmis, (2018) and Majeed (2019), while Three-stars hotels had a positive but insignificant relationship with hotels performance, with a p-value of 0.269 at < 0.05, This result of the study goes contrary to the work of Muniady *et al.*, (2015) and Tata (2015). Furthermore, shared vision had a coefficient of -0.1885351, 0.5067978 and -0.2397931 for Two-stars, Three-stars and Pooled data respectively, showing that, Two-stars and Pooled data had a negative and insignificant relationship with the performance of hotel in Minna Metropolis with a p-value of 0.277 and of 0.297 at < 0.05 respectively, the results of this study contradict the findings of Mahajan and Benson, (2013), Terrykim *et al.*, (2013) and Saha and Benejee (2014). While Three-star hotels shows a positive but significant relationship with the performance of the hotel in Minna Metropolis with a p-value of 0.027 at < 0.05. These results agree with the studies of Felicio *et al.* (2014).

5. Conclusions and Recommendations

The overall aim of this study is to ascertain the impact of internal social capital on hospitality industry performance in Minna, Metropolis, Niger state, Nigeria. The study concluded that



information sharing has a significant but positive impact on performance of Two- stars, Three-stars hotels and pooled data, while trust has a significant but positive impact on performance of Two- stars hotels and Pooled data. Furthermore, the findings revealed that trust has insignificant but positive impact on performance of Three- stars of hotels. Finally, shared vision findings revealed that Two- stars hotels and Pooled data shows an insignificant but negative impact on the performance of the hotel but has significant and positive relationship between shared vision and performance of Three- stars hotels. The study make contributions to three realms as follows, hotels, policy makers and academia. As regard its contribution to hotels, this study provides insights on the need for hotel employees to infuse the culture of sharing their work-related experience and knowledge of customer's preferences in order to capture, create and deliver value to stakeholders. Furthermore, the empirical evidences from this study would be of importance to the policymakers within the hospitality industry in the formulation of regulatory framework or policy documents that will guide the activities of indigenous lodgings firms. Finally, most previous studies with same objectives have been conducted in developed countries. Considering the meagre representation of internal social capital literature within the African context, this study would open new window of opportunities for further research on social capital within the African context.

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