

The Effect of Property Based Resources, Knowledge-Based Resources, and Dynamic Service Performance Capabilities on Hotel Market Performance mediated by Integrated Marketing Communication

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Abstract

This study aims to find direct and indirect relationships of factors that will influence Hotel Market Performance to fit into the dynamic business environment. The research model showed the influence of variables that support Hotel Market Performance: property-based resources, knowledge-based resources, dynamic service performance capability, and Integrated marketing communication. The data was collected by distributing a survey to 137 Hotel employees from 16 Four-Star Hotels based on the Indonesia Stock Exchange data for The Trade, Services, and Investment Sector of Service Companies, a subsector of hotels, restaurants & tourism. The data collection technique uses purposive sampling. This research model was analyzed with Structural equation modeling by Partial Least Square. The research model offers a dynamic service performance capability variables that measure the dynamic capability of employees from human resources and marketing perspectives to carry out service performance in their respective fields when the hotel environment is not supportive to achieve good hotel performance. Of the five variables studied in this research, it was found that in direct relationships two variables were not proven to have a direct impact, namely Property based Resources, and Knowledge-Based resources to integrated marketing communication. Meanwhile, in testing the indirect relationship of the variables studied, it was found that all variables were proven to be mediated to Hotel market performance through Integrated marketing communication.

Keywords

Property Based Resources, knowledge-based resources, dynamic service performance capability, Integrated marketing communication, and Hotel Market Performance.

1. Introduction

The service industry has become a large industry and is one of the important phenomena in Indonesia for the past two decades. The service sector currently accounts for more than 11% of the global GDP. The biggest socio-economic impacts felt by this service industry sector are increased employment, improved living standards, greater tax revenues to state and local governments, and growth in local retail sales (MacKenzie et al., 2020). The scope of the service industry includes accommodation (hotels), food service, games, cruise lines, travel, etc. The hospitality sector contributes significantly to the local and regional economies both directly and indirectly. Directly speaking, it occurs when customers spend money on travel, food, and entertainment in exchange for value. When a company purchases

products and services indirectly, it does so from different manufacturers, distributors, and retailers. Globally, the hospitality sector supported 381 million jobs in 2019 and is expected to add another 72 million jobs over the next ten years (Jaddoud, 2020). However, the Covid 19 outbreak also emerged. Activities in the hospitality industry in many countries are reduced as many countries implement social distancing, physical distancing, or many rules to help their people survive the outbreak (Diayudha, 2020).

The hotel sector must continue to perform well in the industry. A concept called "market performance" is used to gauge how well a product is selling. Each business is interested in learning about the market successes of its goods because they reflect its commercial success, competitive standing, and long-term economic viability (Pnevmatikoudi, K., & Stavrinoudis, 2016). Market Performance in companies, including hotels, is important because the company spends considerable resources to build a strong company brand, and this is included in the company's investment (Wang & Sengupta, 2016). Market performance is an important component of human resource management, as well as an integral part of management rewards and promotions. Market performance helps management to make appropriate decisions for the improvement of organizational performance (Mitrović et al., 2016). Or in other words, market performance requires resources (Resources-based) and superior marketing strategies.

Resources Based View theory emphasizes understanding the importance of employee awareness of resources that can be managed and maximized functions and benefits in the company, namely Property Based-View and Knowledge-based view (Collins, 2021). The property-based view is employee awareness of the potential physical and technological resources owned by the company to support the company's internal activities to achieve superior market performance. Hotels with unique properties ranging from buildings, unique and varied products, and a positive hotel image in the eyes of the public are some examples of resources that include property-based views. The knowledge-based view is employee awareness of their respective abilities in understanding their scope of work, developing self-abilities, and utilizing all knowledge, and expertise possessed to improve company performance (Liu & Yang, 2021).

Generally, hotels are managed similarly to companies, and they are very labor-intensive. Thus, in carrying out daily management, hotels need a resource-based management strategy, both physical and non-physical resources (Chiarelli, 2021). The alignment of these two factors is expected to improve the ability of employees to display integrated marketing communications as well as the performance of hotels that satisfy customers. The ability of management to improve service performance and marketing performance is highly dependent on the ability of management to manage the dynamic capabilities of existing resources (Lusch et al., 2007). In the hospitality industry, which is already dynamic, the factor of employee dynamic ability within the framework of management strategies will be easily applied in the service performance sector. Employees utilizing existing hotel facilities' added knowledge, expertise, skills, and good attitudes and behaviors will certainly produce positive service performance (Yeo & Grant, 2018). Thus, every employee who can display dynamic service performance capability can certainly help improve hotel performance in the eyes of customers.

The hotel industry is people-oriented (employees as well as guests) (Hinson et al., 2017). For service companies, such as hotels, market performance is not only related to financial data but also related in terms of human resources, brand awareness, marketing, the dynamic ability of employee service performance, and other intangible factors that cannot be calculated by numbers (Bresciani et al., 2015). To achieve marketing targets, companies need aspects of marketing called marketing mixes. One of the important aspects of the marketing mix is a promotion (Kotler & Armstrong, 2018).

Promotion is a marketing communication tool by providing information on a product to consumers who are expected to create buying and selling transaction activities (Singh & Söderlund, 2020). To achieve the desired promotion, a strategy is needed in designing a plan in the field of communication to produce maximum impact. Promotional marketing that can be relied on at this time is Integrated Marketing Communication. Integrated Marketing Communication (IMC) is a necessary paradigm to manage communications and support company performance in terms of facing technological turbulence, intense competition, reduced dependence on mass marketing communications, increasing relevance of communication adjustments to adopt marketing orientation, and fragmentation between media and audiences (Porcu et al., 2019). With an understanding of the hotel's positive activities through IMC, it is expected that the market performance of the hotel can be positively affected.

In this study, the focus of the novelty will be emphasized on non-financial variables that will support hotel market performance that is different from previous studies, namely through the hotel resource factor in the form of a property-based view and knowledge-based view including dynamic service performance capability which will support

integrated marketing communication activities as a valuable supplement to create a better market performance, and is expected to support performance and improve financial results and then support and monitor the company's strategic initiatives that can be redeveloped.

1.1 Objectives

The research objectives of this study are to analyze the relationship between property-based resources, knowledge-based Resources, dynamic service performance capability, integrated marketing communication, and Hotel market performance.

2. Literature Review

2.1 Hotel Market Performance

Market performance, like financial performance, is a crucial indicator of business performance (Zhuang et al., 2010). Gaining market share and improving the organization's efficiency and responsiveness are two ways to demonstrate market performance. The company's market share will rise as a result (Chi & Seock-Jin, 2017). Market performance helps in the implementation of goal-oriented strategies. It is a value-based management element used to determine the value of a hotel for the owner and to meet the interests of other stakeholders. In addition, market performance is an important component of human resource management, as well as an integral part of management awards and promotions (Ivankovič et al., 2010).

Hotel management is increasingly committed to building a Hotel Market performance (HMP) System to show, which weaknesses are observed in the business and where improvements can be made to be able to meet the needs of all stakeholders. Hussain (2020) defines the ability of Hotel Market Performance as the process and way a company organizes and manages its resources dynamically, for the consumption of its products or services to provide superior Market Performance results (Hussain et al., 2020).

Service companies such as hotels, usually appear in a dynamic environment due to active interaction patterns with many stakeholders. This is also supported by the research of Kim et. Al., which states that the results of dynamic service performance shown by themselves will explain the market performance of that company (Kim et al., 2015). Research conducted by Teece also states that companies with strong dynamic capabilities will be able to profitably build and update resources, assets, and routine capabilities, reconfiguring as needed to innovate and respond to (or bring about) changes in the market (Teece, 2018). Research conducted by Alaqeed in the hotel industry, concluded that marketing campaigns with various existing and integrated instruments will greatly help hotel revenues and other industries that support the hotel industry, such as travel agencies, restaurants or transportation companies (Alaqeed, 2019). The effectiveness of hotel marketing is significantly impacted by the use of integrated marketing tools such as social media marketing, advertising, and public relations. Thus the hypothesis proposed in this study is as follows;

- H1 Property Based-Resources has a positive and significant effect on Hotel Market Performance.
- H2 Knowledge Based Resources has a positive and significant effect on Hotel Market Performance.
- H3 Dynamic Service Performance Capabilities have a positive and significant effect on the Hotel Market Performance.
- H4 Integrated Marketing Communication has a positive and significant effect on the Hotel Market Performance.

2.2 Integrated Marketing Communication (IMC)

A hotel is a business that offers its services in a variety of packages. The main factors influencing how hospitality is created, presented, and sold to customers can be thought of as a product. The five elements of hotel location, facilities, services, images, and prices are developed by hotels as part of the so-called total concept of the hotel market in order to identify and protect the market segment. This includes the capacity to tailor products to various customers (Page, 2007). The IMC approach assist businesses in determining the best and most efficient ways to interact with their customers as well as other stakeholders like staff members, suppliers, investors, interest groups, and the general public (He et al., 2013). Integrated marketing communications, which are focused on the needs of the customer, bring everything together that aids in a company's marketing efforts and product positioning. IMC has improved consistency in communication, increased the impact of communication, and strengthened creative bonds. It is a promotional tool used in conjunction with other elements of the marketing mix to outperform rivals and achieve the highest possible level of customer satisfaction by being aware of the appropriate touch points. Thus, integrated marketing communication raises brand awareness, disseminates knowledge, informs the public, and enhances the company's

reputation (Ul-Rehman, S. & Ibrahim, 2011). The company controls the message of communication in the conventional outbound or push model. In contrast, interactive communication, more engaged and connected consumers, and constant multitasking characterize an inbound system or pull approach. Performance of the company is responsive to dynamic capabilities. By using cutting-edge technological tools for marketing campaigns, many hotels are altering how they respond to customer preferences. Management must integrate dynamic capabilities in the delivery of marketing services in the IMC program in order to accomplish organizational goals (Vernuccio & Ceccotti, 2015).

H5 Property Based-Resources have a positive and significant effect on Integrated Marketing Communication

H6 Knowledge-Based Resources has a positive and significant effect on Integrated Marketing Communication.

H7 Dynamic Service Performance Capability has a positive and significant effect on Integrated Marketing Communication

2.3 Property Based-Resources

The core element of the resources-based perspective is that businesses have a variety of resources under their control. Property-based resources are those in this condition that are unique and independent of the organization and cannot be duplicated. Examples include legal contracts or proprietary rights, trademarks, trade names, business reputation, and intellectual property (Kim et al., 2015). Both tangible and intangible assets make up the company's assets. According to this viewpoint, property-based resources are assets owned by a company that include both tangible and intangible elements, such as contracts, patents, intellectual property rights, or actual infrastructure. Resources that are based on property are not only legally protected but also cannot be copied by rivals. Competitors risk getting involved in legal disputes if they aren't granted permission to use the company's property-based resources. The value of property-based resources should therefore be understood by the majority of rivals. Many businesses have benefited from using technology to carry out their everyday operations. Employee performance can be supported by technology in terms of effectiveness and efficiency (Fahy, 2002). In addition to daily work, technology is also very helpful in terms of communication. Modern technologies help marketing activities with technological capabilities to reach unlimited places, so that integrated marketing activities can be seen by everyone without hindrance. Innovations in content marketing can also be created freely (Ebersberger et al., 2021) so that the actors of integrated marketing activities can create good content about the company's products to be published to the public. The goal is that if the public understands the products offered by the company, then is interested and buys, then the company's market performance will be positive (Zhao & Priporas, 2017). Thus the hypothesis proposed in this study is as follows;

H8 Property Based Resources directly affect Hotel Market Performance through Integrated Marketing Communication

2.4 Knowledge Based-Resources

The ability of the business to manage its competencies, such as skills and teamwork, is referred to as knowledge-based resources (Bharadwaj, 2000). Knowledge-based resources are very firm, specific, cannot be traded, are challenging to imitate by rivals, and are more challenging to measure using financial capital than property-based resources. Knowledge-based resources are created over time through intricate interactions between the human capital of the company (Fahy, 2002). Knowledge-based resources make employees not only rely on 'know-what' but also 'know-how' and 'know-why' (Cetindamar et al., 2009). Some businesses use their unique technical and creative skills to develop competitive goods or services that are impossible to duplicate. A worker's "know-how" is primarily an intangible resource that results in various skills or competencies. Human skill-based resources serve as the cornerstone for the company's unique resources, which are challenging to acquire and challenging to duplicate. In essence, certain technical, functional, and creative skills are referred to as knowledge-based resources because they are very specific and connected to the business's processes (Kim et al., 2015). Knowledge-based resources also include the exchange of information and knowledge among managers and staff during cross-functional and cross-technological interactions within the organization. Building relationships internally within the company is important to reduce the perception gap between departments and people, lead to better partnerships, then synergize to create a competitive advantage (Wade & Hulland, 2004). Research conducted by Zhao and Priporas showed that employees' knowledge of the use of information and technology will greatly benefit the company. The ability to create new content on all company social media with the help of technology will greatly help the company carry out its promotion and marketing communication. In addition, cooperation with other partners who need a place to advertise or promote their products (the same or different products) will form a market alliance that is positive in the industrial world. By working well with other companies, the company's performance will look very positive (Liu & Yang, 2021). Based on this, the hypothesis proposed is as follows;

H9 Direct Influence of Knowledge-Based Resources on Hotel Market Performance through Integrated Marketing Communication

2.5 Dynamic Service Performance Capability

The idea of dynamic capability began to receive more attention over twenty years ago and has since grown to become one of the most important theoretical frameworks in modern management research (Teece, 2018). Dynamic capabilities are organizational routines and are part of a strategic plan where companies achieve new resource configurations as the environment changes. Dynamic capability expands the static view by uncovering the mechanisms by which companies can modify existing resources (Zheng et al., 2020). Prior research has found that the performance advantages of dynamic capabilities are not automatic but rather depend on a variety of environmental factors. Making quick, rational decisions in a dynamic environment is the biggest challenge for managers (Pavlou & Fygenson, 2006). Service industries with high dynamic movement patterns require the dynamic capability to achieve maximum service performance. Dynamic service performance capabilities are a company's ability to process and use resources to match, create market changes, and achieve targets. Dynamic service performance capabilities are an integration of the company's ability to adjust the company's situation to the environment dynamically while producing maximum service performance. In Ekhlasi's research (2012), It was explained that Integrated Marketing Communications is a management strategy developed to make all marketing connections work together to become a unified force, rather than allowing each to operate separately. These connections include advertising, product sales promotion, public relations, personal sales, social media, and direct marketing. In addition, the IMC serves as a dynamic performance of services, as it organizes and uses online marketing strategies that capture and use a large amount of consumer information. It also means that all types of communication and related text messages are carefully worked out, to achieve certain goals. Thus, the IMC tool should be designed to help achieve the goals of the entire enterprise, through a program of joint interaction of the entire IMC device to improve the performance of the company (Ekhlasi et al., 2012). The hypotheses proposed are;

H10 Direct effect of Dynamic Service Performance Capabilities on Hotel Market Performance through Integrated Marketing Communication.

3. Methods

This study's research design will employ a quantitative research methodology. In order to address research questions involving data in the form of numbers and statistical programs, quantitative research methods are used. A thorough understanding of each of these ideas is necessary in order to be able to adequately describe the method and type of research, population and sample, research instruments, data collection procedures, and data analysis in a proposal and/or research report (Ghozali, 2016). The data analysis techniques used for this study are respondent characteristics analysis techniques, descriptive statistical analysis, and SEMPLS analysis.

4. Data Collection

Property-based resources have a total of 2 dimensions and 6 indicators adapted from research conducted by Kim et.al. (2015). Knowledge-based resources have 2 dimensions with 4 indicators (Kim et al., 2015). Dynamic service performance capabilities have 4 dimensions with 8 indicators (Teece, 2018; Zheng et al., 2020). Integrated marketing communications have 2 dimensions with 6 indicators (Vernuccio & Ceccotti, 2015). Hotel Market Performance has 3 dimensions with 3 indicators (Kaleka & Morgan, 2017). A population is a group of individuals who share the same special features (Ghozali, 2016). In this study, the population in question is 4-Star Hotels listed on the Indonesia Stock Exchange (IDX) as of 2021, of which there are 16 hotels listed (BEI, 2022). A sample is a subgroup of the target population that is planned to be researched by the researcher to generalize about the target population (Ghozali, 2016). This study uses the purposive sampling technique, which is a sample determination technique with certain considerations. The reason for using this purposive sampling technique is because it is suitable for use in quantitative research, or studies that do not make generalizations (Sekaran, 2016). Hair claims that depending on the number of parameters used in all latent variables, or the number of parameters multiplied by 5 to 10, the sample size for model testing using the structural equation model is between 100 and 200 samples (Hair et al., 2018). In this study, the sampling technique was carried out by paying attention to the existing indicator parameters, namely some 27 indicators, the number of samples set was 5 times 27 is 135 samples. In this study, 137 samples were received. Data was collected by distributing a survey to 137 respondents representing 16 hotels.

5. Results and Discussion

5.1 Respondent’s Characteristics

The characteristics of respondents were used to determine the diversity of respondents based on gender, age, occupation, and education. This is expected to provide a fairly clear picture of the condition of the respondents and their relation to the problem and the purpose of the study. In conducting this study, the respondents that the researchers used were respondents who were employees of hotels registered as part of IDX subsidiaries. From the results of the questionnaire answers regarding the characteristics of respondents, it was found that the age of respondents who worked in four-star hotels which are subsidiaries of the service sector and listed on the Indonesia Stock Exchange (IDX), had the highest percentage of 36.5% or 50 respondents aged > 40 - 50 years, The gender of respondents who work in four-star hotels the highest value was in male respondents as much as 52.6% or 72 respondents. Respondents who have the highest length of work are respondents who have worked for >6 – 10 years, as many as 36.5% or 50 respondents. The position that filled out this research questionnaire, the highest was in the position of *Department Manager*, with as many as 35.8% or 49 respondents. The education of respondents who work in hotels listed on the Indonesia Stock Exchange in the Service Sector has the highest percentage value in S1 Education graduates of 56.9% or 78 respondents. For the specific characteristics needed for this study, it was found that all respondents knew that the hotel where they worked was a 4-star hotel listed on the Jakarta Stock Exchange as of 2021 as many as 137 respondents or 100%. Then, all respondents also realized what constituted the hotel property where they worked as many as 137 respondents or 100%, and the overall respondents also knew that the hotel had a social media platform as many as 137 respondents or 100%. This means that employees who work in four-star hotels and belong to the service industry sub-sector listed on the IDX realize that their hotels are listed on IDX data, property owned by hotels, and hotels have social media platforms that they also become followers of. Respondents also attended self-development training held at the hotel. The percentage of frequency of training held at hotels and followed by respondents was the highest at 39.4% or 54 respondents as much as 2 x per year, and the highest frequency of respondents who answered the questionnaire were respondents from the Garden Palace Hotel with 13 respondents (9.5%), and the lowest at 5 respondents (3.6%) from Swiss-Belhotel Bogor.

5.2 Measurement Model

5.2.1 Convergent Validity

The average variance extracted is an indicator used to assess the validity of convergence, by showing how much the variance of the indicator can be explained by latent variables. The criterion of the AVE measuring value for convergent validity is a minimum of 0.5 or more. To find out the results or the amount of the average value of variance extracted can be processed through the PLS Algorithm SmartPLS. The following results of the loading factor value are presented in the Table 1 below:

Table 1. Output Average Variance Extracted (AVE) Results

Variable	Average Variance Extracted (AVE)
<i>Property Based Resources</i>	0.813
<i>Knowledge-based resources</i>	0.693
<i>Dynamic service performance capability</i>	0.703
<i>Integrated marketing communication</i>	0.589
<i>Hotel market performance</i>	0.905

As can be seen in the table above, it is concluded that the Property Based Resources variable has an AVE value of 0.813; the Knowledge-based resources variable has an AVE value of 0.693; the Dynamic service performance capability variable has an AVE value of 0.703; the Integrated marketing communication variable has an AVE value of 0.589, and the Hotel market performance variable has an AVE value of 0.905. Thus, the latent variables in this study managed to meet the convergent validity requirement with the weight of the AVE value of each variable more than 0.5 which was declared valid.

Validitas Discriminant

Discriminant validity is one of the tests that aim to measure the extent to which variables differ from each other so that they are valid to measure. The measurement indicators for testing the validity of discriminants are Fornell-larcker,

cross-loading, and heterotraite-monotraite correlation ratios (Joseph F. Hair et al., 2019). The following results of the Fornell-larcker values are presented in the Table 2 below:

Table 2. Fornell-larcker criterion

	DSPC	HMP	IMC	KBR	PBR
DSPC	0.838				
HMP	0.782	0.951			
IMC	0.729	0.696	0.767		
KBR	0.526	0.440	0.679	0.832	
PBR	0.563	0.461	0.653	0.441	0.902

As can be seen in the table above, it is concluded that each construct of exogenous latent variables has a squared value root of AVE of > 0.7 which is considered to have qualified the validity of the discriminant in Fornell-Larcker as a valid result (Table 3).

Table 3. Cross Loading

	DSPC	HMP	IMC	KBR	PBR
PBR4	0.496	0.373	0.610	0.411	0.900
PBR5	0.520	0.459	0.568	0.385	0.904
KBR1	0.381	0.277	0.540	0.838	0.341
KBR2	0.456	0.365	0.610	0.898	0.395
KBR3	0.464	0.342	0.522	0.851	0.256
KBR4	0.438	0.458	0.571	0.734	0.451
DSPC1	0.789	0.683	0.508	0.375	0.422
DSPC3	0.897	0.789	0.686	0.446	0.576
DSPC4	0.901	0.801	0.673	0.465	0.529
DSPC5	0.780	0.547	0.616	0.569	0.513
DSPC6	0.864	0.583	0.607	0.426	0.394
DSPC7	0.898	0.609	0.615	0.418	0.431
DSPC8	0.721	0.515	0.553	0.397	0.415
IMC1	0.696	0.603	0.707	0.392	0.571
IMC2	0.737	0.698	0.822	0.476	0.619
IMC3	0.425	0.347	0.722	0.510	0.400
IMC4	0.448	0.389	0.742	0.605	0.381
IMC5	0.554	0.616	0.836	0.639	0.505
IMC6	0.383	0.435	0.765	0.540	0.462
HMP1	0.716	0.941	0.626	0.424	0.431
HMP2	0.712	0.959	0.643	0.389	0.414
HMP3	0.797	0.954	0.713	0.442	0.468

In the table above, all indicators of the variables property-based resources, knowledge-based resources, dynamic service performance capability, integrated marketing communication, and hotel market performance have a cross-loading value of more than 0.70. This shows that each indicator used has differences to produce measurements with good validity (Table 4).

Table 4. Heterotrait-monotrait Ratio (HTMT)

	DSPC	HMP	IMC	KBR	PBR
<i>Property-based resources</i>	0.662	0.538	0.783	0.537	
<i>Knowledge-based resources</i>	0.592	0.482	0.797		
<i>Dynamic service performance capability</i>					
<i>integrated marketing communication</i>	0.785	0.739			
<i>Hotel market performance</i>	0.822				

The Heterotrait-monotrait ratio (HTMT) value of the variables property-based resources, knowledge-based resources, dynamic service performance capability, integrated marketing communication, and hotel market performance is less than 0.90. This shows that the variables in this study have good validity.

Reliability Test

Reliability tests are important to show the consistency of each answer that is being or has been measured using a measuring instrument, even if the answer is again measured against the same sample or at the same time. Measurement indicators to test reliability are composite reliability and Cronbach alpha. Cronbach Alpha is declared reliable if a variable of Cronbach alpha value > 0.7. Composite Reliability is declared reliable if a variable is valued at composite reliability > 0.7 (Ghozali, & Latan, 2015). The following are the results of the composite reliability and Cronbach's alpha values presented in the Table 5 below:

Table 5. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability
<i>Property-based resources</i>	0.770	0.897
<i>Knowledge-based resources</i>	0.850	0.900
<i>Dynamic service performance capability</i>	0.928	0.943
<i>Integrated marketing communication</i>	0.861	0.895
<i>Hotel market performance</i>	0.947	0.966

As can be seen in the table above, it is concluded that the Property based resources variable has a Cronbach's alpha value of 0.770 and a composite reliability value of 0.897; the Knowledge-based resources variable has a Cronbach's alpha value of 0.850 and a composite reliability value of 0.900; the Dynamic service performance capability variable has a Cronbach's alpha value of 0.928 and a composite reliability value of 0.943; The Integrated marketing communication variable has a Cronbach's alpha value of 0.861 and a composite reliability value of 0.895, and the Hotel market performance variable has a Cronbach's alpha value of 0.947 and a composite reliability value of 0.966. Thus, the latent variables in this study managed to meet the reliability requirements with the weight of the values of Cronbach's Alpha and Composite Reliability, each variable is more than 0.7 which is declared reliable.

Structural Model

Hypothesis testing is carried out based on the results of the Inner Model test which is used to see if a hypothesis can be accepted or rejected by looking at the T-statistical and P-Value values. The following are the results of the structural model evaluation analysis (inner model) obtained (Figure 1).

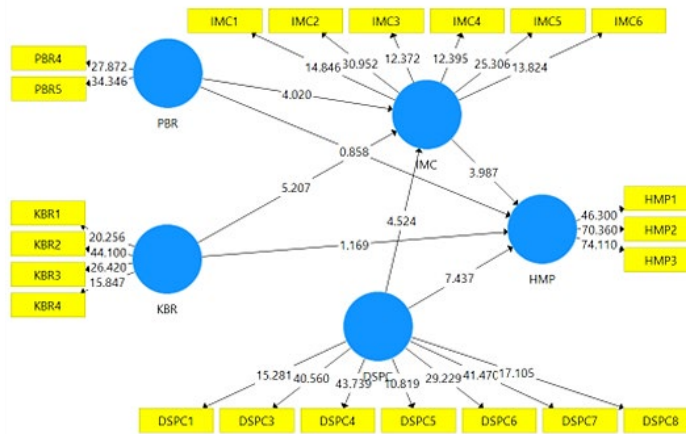


Figure 1. Diagram Standardized Inner Model

This test was carried out with Smart PLS obtained from bootstrapping. If the T-statistical value > 1.96 with a P-Value significance level < 0.05 and the beta coefficient is positive then the hypothesis is acceptable. Here are the hypothesis testing results as follows (Table 6);

Table 6. Hypothesis Testing Results

Hypothesis	Original Sample	T-Statistic	P-Value	Result
H1	-0.081	0.858	0.391	Rejected
H2	-0.096	1.169	0.243	Rejected
H3	0.607	7.437	0.000	Accepted
H4	0.372	3.987	0.000	Accepted
H5	0.280	4.020	0.000	Accepted
H6	0.353	5.207	0.000	Accepted
H7	0.385	4.524	0.000	Accepted
H8	0.104	2.929	0.004	Accepted
H9	0.131	3.294	0.001	Accepted
H10	0.143	2.827	0.005	Accepted

6. Conclusion

The first hypothesis states property based-resources have a positive and significant effect on Hotel Market Performance. The test results showed that there was no positive and significant influence with a beta coefficient value of -0.081, t-statistics of $0.858 < 1.196$, and a p-value of $0.391 > 0.05$. So, based on these results, it can be stated that the property-based resources variable does not have a positive and significant effect on hotel market performance. The second hypothesis states that knowledge-based resources have a positive and significant influence on hotel market performance (HMP). The test results showed that there was no positive and significant influence with a beta coefficient value of -0.096, a t-statistic of $1.169 < 1.196$, and a p-value of $0.243 > 0.05$. So, based on these results, it can be stated that knowledge-based resources do not have a positive and significant effect on hotel market performance.

The third hypothesis states that dynamic service performance capability (DSPC) has a positive and significant influence on hotel market performance (HMP). The test results showed that there was a positive and significant influence with a beta coefficient value of 0.607, a t-statistic of $7.437 > 1.196$, and a p-value of $0.000 < 0.05$. So based on these results, it can be stated that dynamic service performance capability (DSPC) has a positive and significant influence on hotel market performance (HMP). The fourth hypothesis examines whether integrated marketing

communication (IMC) has a positive and significant influence on hotel market performance (HMP). The test results showed that there was a positive and significant influence with a beta coefficient value of 0.372, t-statistics of 3,987 > 1.196, and a p-value of 0.000 < 0.05. So based on these results, it can be stated that integrated marketing communication (IMC) has a positive and significant influence on hotel market performance (HMP).

The fifth hypothesis states that property-based resources (PBR) have a positive and significant influence on integrated marketing communication (IMC). The test results showed that there was a positive and significant influence with a beta coefficient value of 0.280, a t-statistic of 4,020 > 1.196, and a p-value of 0.000 < 0.05. So based on these results, it can be stated that property-based resources (PBR) have a positive and significant influence on integrated marketing communication (IMC). The sixth hypothesis states that knowledge-based resources (KBR) have a positive and significant influence on integrated marketing communication (IMC). The test results showed that there was a positive and significant influence with a beta coefficient value of 0.353, t-statistics of 5,207 > 1.196, and a p-value of 0.000 < 0.05. So based on these results, it can be stated that knowledge-based resources (KBR) have a positive and significant influence on integrated marketing communication (IMC).

The seventh hypothesis examines whether dynamic service performance capability (DSPC) has a positive and significant influence on integrated marketing communication (IMC). The test results showed that there was a positive and significant influence with a beta coefficient value of 0.385, a t-statistic of 5,207 > 1.196, and a p-value of 0.000 < 0.05. So based on these results, it can be stated that dynamic service performance capability (DSPC) has a positive and significant influence on integrated marketing communication (IMC). This is following previous research conducted by (Vernuccio & Ceccotti, 2015). The eighth hypothesis tests that property-based resources (PBR) directly affect hotel market performance (HMP) through integrated marketing communication (IMC). The test results showed that there was a positive and significant influence with a beta coefficient value of 0.104, t-statistics of 2,827 > 1.196, and a p-value of 0.004 < 0.05. So based on these results, it can be stated that property-based resources (PBR) directly affect hotel market performance (HMP) through integrated marketing communication (IMC).

The ninth hypothesis states that knowledge-based resources (KBR) directly affect hotel market performance (HMP) through integrated marketing communication (IMC). The test results showed that there was a positive and significant influence with a beta coefficient value of 0.131, t-statistics of 3,294 > 1.196, and a p-value of 0.001 < 0.05. So based on these results, it can be stated that knowledge-based resources (KBR) directly affect hotel market performance (HMP) through integrated marketing communication (IMC). The tenth hypothesis states that dynamic service performance capabilities (DSPC) directly affect hotel market performance (HMP) through integrated marketing communication (IMC). The test results showed that there was a positive and significant influence with a beta coefficient value of 0.143, t-statistics of 2,827 > 1.196, and a p-value of 0.005 < 0.05. So based on these results, it can be stated that dynamic service performance capabilities (DSPC) directly affect hotel market performance (HMP) through integrated marketing communication (IMC).

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