

Uncertain Supply Chain Management

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Implementing a business strategy with supply chain management in a management system and management control to improve the performance of the hotel business

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ABSTRACT

Supply chain management is very important in improving the business system in the management sector to improve the regional economy. Based on the hotel business strategy at Lovina Beach by implementing e-payments is very important as a transaction tool starting from purchasing needs or marketing systems to the end of room payments and activities to implement the health protocol for the COVID-19 period. The research was conducted at 100 star hotels on Lovina beach Bali, regarding the importance of the main influence of social capital in driving digitalized payment systems and sharing information with microeconomic theory in improving business performance. The results obtained from simple linear quantitative statistical analysis, based on the r-square value of 63.8%, social capital can encourage electronic payments and knowledge sharing can improve hotel business performance in Lovina Beach Bali Indonesia. Research implications for applying social capital, electronic payments, sharing knowledge in improving business performance during the COVID 19 period and making business strategies to increase consumer confidence in hotels on Lovina Beach Bali.

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1. Introduction

The period of COVID-19 has an impact on decreasing business income, hotels along the Lovina beach in Bali, Indonesia. This is due to the reduced number of foreign tourists arriving due to airport closures during the pandemic. Even though only local tourists come, of course, consumer income and interest will have an impact on the hotel business revenue. So, to overcome this problem, a business strategy is needed by implementing a supply chain management process so that it still provides many advantages that can be applied to the marketing and product sales system in improving business performance (Alzoubi & Yanamandra, 2020). In several previous empirical studies related to business performance, the characteristic of consumers in general is access, after getting positive benefits more than one level up from consumer expectations (Ghaderi et al., 2019; Chen et al., 2020; Christa et al., 2020). Examples are feeling the beautiful atmosphere, the sunrises and sunsets without taste, and returning to make purchases, conveying to other customers, and creating trust to return to using the product (Christa & Kristinae, 2021). Several direct interview consumers stated that the peak atmosphere and the beach remain the prima donna when visiting Lovina beach. In addition, there are live tours to see the marine park and watch dolphins on board which is great fun as it continues to implement health protocols during the pandemic. Based on consumer desires, realizing that increasing business performance is not easy in pandemic conditions so that cooperation, knowledge and innovation are needed to adapt to changes in the business environment such as the application of social capital in the business environment (Gonzales et al., 2018). When a supply chain management strategy is needed to provide the expectations that consumers expect to become a priority for good changes in business, such as the use of electronic payments / transactions to be important during this pandemic. In a sense, supply chain management is an activity that includes all processes from basic to consumption (Martinez et al., 2019). In the hospitality business, examples of this activity are

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selecting the consumer class at the right price, giving discounts during a pandemic, using online services in marketing and making payments with an electronic payment system so that you do not directly contact via the media (Almatrooshi et al., 2020). The purpose of a business strategy with supply chain management can be an innovation in the hospitality business to maintain economic fluctuations (Danthanarayana et al., 2020) with knowledge in finding quality methods (Bozic & Knezevic et al., 2016), selection of ingredient methods in restaurants as well. This is important so that hotel guests feel comfortable and at home staying at hotels along Lovina beach. The decrease in the number of customers, of course, also had an impact on current hotel income and operating costs, resulting in employee changes which resulted in an increase of 20% more employees. The government continues to provide a discourse that it is permissible to travel to Bali, Indonesia, while adhering to the rules for travel (Christa & Kristinae, 2021). Based on data from 100 star hotels that after the administration of vaccines by the government, currently there is an increase of 10% of visitors to hotels for tours. However, this is still not in the period of economic recovery in business hotels, so it is necessary to change moves to encourage the hotel business economy to at least increase to 40% in order to cover operational costs. Several studies have revealed that cooperation between entrepreneurs in business is not to compete during this pandemic, but to share with each other to seek excellence in attracting hotel visitors (Theocharidis et al., 2020). Based on this, the microeconomic theory can be the basis for research because it has three important components, namely price penetration, quantitative factors and consumer behavior (Saffar & Obeidat, 2020). In the hospitality business, knowledge sharing is needed as a method in knowledge management to implement business supply chain management to provide opportunities for a group to improve systems and solve problems quickly and accurately (Chen et al., 2020; Aydin & Erkilic, 2020; Christa & Kristinae, 2021). The form of innovation in the hospitality business is a change in management systems in selling and marketing products that are more efficient and effective, to reach consumers in other areas so that they are interesting to visit (Garcia et al., 2020). This study is based on sharing knowledge about the importance of social capital systems to improve business performance as a measure of business sustainability, with strategic management of supply chain management (Shofia et al., 2020). In addition, social capital is also needed to encourage electronic payment systems to implement health protocols so that visitors feel safe during their stay, purchase products and trust at a reasonable price (Christa et al., 2020). To support this increase, hoteliers need to prioritize the interests and needs of consumers, such as prioritizing and prioritizing consumer trust which has a positive impact on improving business performance (Son et al., 2016). In realizing the performance of the hotel business, social capital, successful transactions, sharing of knowledge in the business system are needed so that the government can work more effectively and efficiently (Swanson et al., 2020), while still implementing the health protocol that was announced. Thus, research based on research activities to improve the hospitality business is carried out by providing a structured picture of the supply chain management business by educating the importance of all lines applied through collaboration between hotel, restaurant and boat owners for marine park tours and dolphin shows along the coast of Lovina. Bali. The application of business strategy implementation through supply chain management with cooperation, sharing knowledge and implementing digitalization systems to improve business performance.

2. Literature Review

This research aims at improving the economy of the hotel business in the fields of development economics and human resource management because resources are very important in a business so that the business remains sustainable (Theocharidis et al., 2020). Relying on the microeconomic theory that the system and the selection of raw materials until they can be consumed by consumers is a chain that is related to management as business management for profit (Yusoff et al., 2020). When viewed from the e-payment system, some direct this to gain consumer confidence in a product (Munyao, 2020). So that this can be a business innovation so that visitors are more confident, comfortable when using the product. Carrying out business changes during a pandemic must be in line with qualified capabilities so that social capital and knowledge are needed to improve business performance. Based on this, the importance of microeconomic theory on supply chain strategy for business management in following business changes (Wu et al., 2016). Therefore, the antecedents of social capital are needed to encourage electronic payment systems, share knowledge to increase hotel visitors and marine park tours, dolphin shows with digitization that have an impact on business performance.

2.1 Social Capital Improve Business Performance

The economy is based on social capital regulation, as the spearhead in improving business performance (Son et al., 2016). The role of social capital is important in business units because of the trust and network to develop a business in a sustainable manner (Swanson et al., 2020). So that in the transportation business the important role of social capital is as a determinant of business performance which means a process tool to achieve business performance that benefits consumers and organizations. In the hospitality business, it takes elements of trust, norms, reciprocity and good business networks to gain customer trust (Christa et al., 2020). So that social capital is very important to encourage and encourage consumer confidence with electronic payment systems when making transactions (Mehilli, 2018). In addition, the role of social capital can encourage knowledge sharing to obtain new information in the system of change in hotel businessmen groups in improving business performance. In the economic field, the development of industrial systems is characterized by the management of resources originating from intangible assets known as social capital, such as: knowledge and skills possessed and inherent from the influence of society / employees. environment as a relational network of social and social norms, which allows fostering innovation and system change to drive increased business performance (Kim & Shim, 2018). The

hotel business is one of the various types of businesses in Indonesia that are affected by COVID 19. So, it is very important to implement a system in supply chain management so that sales distribution, marketing and product consumption can be managed professionally and can provide consumer confidence in consumers. improve business performance (Chen et al. al., 2020). Based on studies and empirical theory, the research hypothesis is: H1: Social capital has a positive and significant effect on improving business performance. H2: Social capital has a positive and significant effect on the increase in electronic payments. H3: Social capital has a positive and significant effect on increasing knowledge sharing.

2.2 Benefit of the e-Payment system improve Business Performance

The pandemic period with digitization requires business actors to be able to synergize with the changing times that will be taken in improving management performance and selling products that are safe and cannot be trusted by consumers. An important point of the changing business environment is the use of electronic payments known as electronic payments, which can be a safe transaction option without having to come into contact with money (Mun Yao, 2020). Not many studies have revealed the importance of this variable in business activities such as payments, consumer confidence in recording transaction history, reducing direct money distribution and changing transaction times or being able to make purchases in different places (Restianto et al., 2018). So that the novelty of this research is a business model with e-payment to improve business performance in the supply chain management business strategy to gain consumer trust (Ghaderi et al., 2019; Theocharidis et al., 2020). In the supply chain management business strategy, the application of e-payment is very helpful for businesses in managing finances well because entry reports are integrated into the system (Mehilli et al., 2018). E-payments in the community have also been widely used as a means of payment in transactions such as transfers, e-wallets and credit card payments (Restianto et al., 2018). Some of the advantages of using e-payments are that you can make transactions (buy and sell) without meeting face to face, so you are not confident when you face the COVID-19 pandemic. The importance of implementing electronic payments in management is so that entrepreneurs can easily reach more potential customers (Tayibnapis et al., 2018). In addition, an electronic payment system that supports cashless payments and is integrated with financial reporting can help the business world be better, because the possibility of being exposed to Covid 19 from direct media is small. The relationship between management and output in the supply chain business system, dynamic stability, improvements in inventory management, restaurant equipment and raw materials to inventory control (Alzoubi & Yanamandra, 2020). The electronic payment system (e-payment) is a transaction method that is managed effectively and efficiently (Gonzales et al., 2018). In the internal supply chain to make a profit, entrepreneurs need an integrated system in electronic payment reporting for sales management system management and inventory control management (Restianto et al., 2018; Mun Yao, 2020; Chen et al., 2020). Based on previous studies and empirical theories, a hypothesis is proposed: H4: electronic payment systems have a positive and significant effect on improving business performance.

2.3 Knowledge Sharing Improve Business Performance

Knowledge sharing is a method in the management cycle that provides opportunities for change with a group of entrepreneurs (Almatrooshi et al., 2020). Individual behavior that leads to opportunities to solve or solve problems based on knowledge in facing the challenges of the business environment is not decisive (Ghaderi et al., 2019; Garcia et al., 2020). Several empirical studies which state that knowledge sharing can be significant and improve business performance mediate in this study to improve business performance based on cooperation and knowledge (Luturmas et al., 2016; Kim et al., 2016; Kim & Shim, 2018). The main thing is in looking for opportunities and opportunities to make changes with experiences and ideas in groups that are very quick to make decisions about a problem at hand (Nieves & Quintana, 2018). In microeconomic theory which states that the components of consumer behavior, management and supply chain systems are indispensable for policy-making actions to improve business performance (Chen et al., 2020). So that knowledge sharing is important to make a method of changing the problems that occur, addressing the future and opportunities to gain business benefits (Danthanarayana et al., 2020). Several business transformations can be implemented with a supply chain management business strategy such as product sales, voucher purchase systems and product use benefits by synergizing with digitalization (Hussain et al., 2016; Luturmas & Indarti, 2016). These actions and policies will immediately increase knowledge productivity by sharing knowledge to create new intangible and intangible system methods, improving business performance (Saffar & Obeidat, 2020). The fundamental relationship in development economics and management states that knowledge sharing is a gradual change in knowledge in business and requires the expertise of business actors to increase the system management authority to gain access to knowledge, acquire new knowledge in business change, and can quickly make decisions when a downturn occurs. income (Swanson et al., 2020). Knowledge is an important role in building and supporting the excellence of policy and action efforts in decision making, when there are problems that come from science (Toylan et al., 2020). Sharing knowledge can provide opportunities for improvement in sharing knowledge and how to solve problems to drive profitability, consumer trust, product sales so that it can sustain businesses in the midst of changing business environments (Wu et al., 2016; Martinez et al., 2019). Knowledge sharing is knowledge management that is used to provide room for change in groups of business people to make changes to systems or products by sharing knowledge (Husain et al., 2016). So that business actors who are able to survive in the midst of current business conditions, it is important to make changes based on science and help each other in order to create common goals (Martin et al., 2018). These basic things can become an effort to gain good knowledge and significantly increase positive abilities in management

that have an impact on improving business performance. Based on previous research and research theory, the hypothesis proposed in this study, H5: sharing knowledge significantly improves business performance.

2.4 Business Performance with the SCM business strategy

In a business that measures the final results obtained from activities and the accumulated results of all business activities and processes is called business performance (Almatrooshi et al., 2020; Christa & Kristinae, 2021). Benefits in measuring business performance, to improve business results and can have a positive impact on business sustainability and maintaining business reputation (Martin et al., 2018). Knowledge and abilities are collaborations that can build skills to sustain a business (Hussain et al., 2016). A business will be able to survive the business performance of getting repeat purchases from consumers. In the supply chain management (SCM) business strategy lies in controlling the business and effective management control on an ongoing basis (Chen et al., 2020). The performance of the social capital business in managing effective and efficient strategies in synergy with the business environment during the COVID-19 pandemic, to prioritize consumer needs, and can improve. The management and control of the supply chain system requires information about social capital because in practice social capital is social capital in the informal values or norms that a group has regarding the values of trust, norms and networks (Christa et al., 2020). For example, in business operations evaluating the activities of hotel chains who are members of the community, its implementation is one of the points of view to improve business performance with cooperation between entrepreneurs. Business performance has a form of collaborative activity that has the potential to build kinship in business networks in meeting consumer needs and increasing product sales (Gonzales et al., 2018). Based on this, the role of social capital antecedents is needed in managing and managing business to meet the needs of business actors themselves (Alzoubi & Yanamandra, 2020). Consumer trust and repeat purchases from electronic payment systems can boost business performance because they cannot be trusted according to the notion of social capital which has four pillars, namely; trust, norms, networks, reciprocal relationships (Luturmas & Indarti, 2016). This applies to business actors with the ability of business actors in the e-commerce payment system to gain trust and increase visitors (Menhilli, 2018). Furthermore, the existence of knowledge sharing about business in the hotel community is very important to find solutions to changes in the business environment based on social capital (Shofia et al., 2020). Based on the importance of improving business performance, building a good management system requires social capital, electronic payments and knowledge sharing as policies that lead to increased revenue and increased customers ((Swanson et al., 2020; Yusoff et al., 2020).

2.5 Theoretical framework

The conceptual framework in research is based on microeconomic theory, in management, supply chain management systems and previous empirical studies that significantly improve business performance (Hussain et al., 2016). In general, improving business performance starts from the importance of social capital to encourage electronic payments and knowledge sharing (Chen et al., 2020). Several indicators on each variable aim to improve business performance which is carried out directly through research instruments with five hypotheses. Measurement of social capital variables is carried out through four indicators, namely trust, norms, reciprocity and networks (Christa et al., 2020). In the electronic payment variable through three indicators, namely the implementation of a digital payment system, the provision of business communication services in the financial sector and integrated financial reporting (Tayibnapis et al., 2018; Munyao, 2020). In the knowledge sharing variable, indicators obtain information, knowledge, methods / methods (Toylan et al., 2020). The business performance variable has three indicators, namely an increase in income, an increase in visitors and an increase in product sales (Martinez et al., 2019). Based on matters relating to the conceptual framework of research as follows:

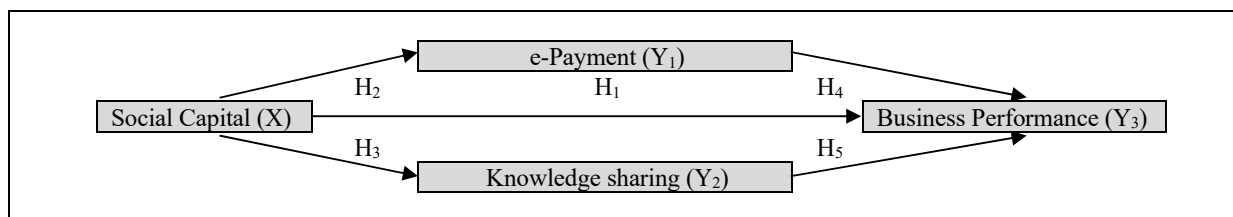


Fig. 1. Research mode

3. Research Methods

This research was conducted before assessing the decline condition not from the tourism side by interviewing 50 visitors regarding tourist destinations which included questions: (1) location selection due to beautiful nature, (2) appropriate price, (3) comfort during stay, (4) facilities available at the hotel. After getting positive answers regarding the importance of the fourth factor, a conceptual research model was built to increase the sluggish hotel business due to the pandemic. In this study, a quantitative test was carried out and made 13 question instruments from the indicator variables given to 100 hotel entrepreneurs in Lovina Beach, Bali, Indonesia. The results of the instrument in the form of a questionnaire were then

analyzed with the SPSS 24.0 program to see how much direct influence each variable had in improving business performance. The research was conducted in research locations by applying health protocols, so that the results can be applied directly to decision making that improves business performance.

4. Results of Data Analysis and Hypotheses

The results of previous data analysis were tested for validity and reliability so that the results were not biased or there were deviations from the results of statistical requirements (Christa & Kristinae, 2020). The test results are based on the results in Table 1 on the data normality test, it can be seen that the residual data value is 0.117 which means > 0.05 , so it states that the residual data is normally distributed. The results of statistical tests and models that are consistent in the regression analysis can meet the assumptions.

Table 1

The results of One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
	N	100
Mean	0.0001124	
Std. Deviation	0.0731631	
Absolute	0.109	
Positive	0.119	
Negative	-0.64	
	Kolmogorov-Smirnov Z	1.0021
	Asymp. Sig. (2-tailed)	0.117 ^c

Test distribution is normal. (the analysis of the authors)

The next examiner is carried out to get the results of the simple linear hypothesis test. This model assumes a straight line / linear relationship between the dependent variable and each of the predictors. This relationship is usually expressed in a formula, while the regression formula / model used is as follows:

$$BP = \alpha + \beta_1 SC + \beta_2 e\text{-Pay} + \beta_3 KS + e$$

Information:

BP = Business Performance (BP)

α = Constant (BP value if SC, e-Payment and KS are equal to zero)

β_1 = regression coefficient (explaining the effect of SC on BP)

β_2 = regression coefficient (explaining the effect of e-Payment on BP)

β_3 = regression coefficient (explaining the effect of KS on BP)

SC = Social Capital

e-Pay = e-Payment

KS = Knowledge Sharing

e = Confounding variable (error)

Table 2 presents the summary of the R-Square to learn more about the goodness of the fitness.

Table 2

The summary of R-Square

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.873 ^a	0.713	0.638	0.11700023

a. Predictors: (Constant), SC,e-Pay,KS (the analysis of the authors)

The results of the analysis from Table 2 show that the average effect of the instrument X, Y1, Y2 on Y3 has a significant effect of 63.8% (adjusted r square). The coefficient of determination is expressed as a percent based on a statistical formula with the result multiplied by 100%.

$$Kd = R^2 \times 100\%$$

Information: Kd = coefficient of determination, R = coefficient

These results indicate that social capital as an antecedent with statistical symbol X, electronic payment Y1, knowledge sharing Y2, is very important to improve business performance (Y3). The important role of the three variables with their significant influence indicators can improve business performance. Further testing is carried out by using the t test or partial analysis test in testing the relationship between each variable X against Y. Based on the test data in Table 3, the H1 results

indicate that the social capital variable can significantly increase business. t-count performance $3.402 > 0.677$ t-table with a significance of $0.00 < 0.05$ and the magnitude of the effect value is the same as the standard beta coefficient of 50.2%. This means that received 1 is accepted which is symbolized by the higher the social capital in trust, norms, networks and reciprocity, the better the business performance.

Table 3
The results of partial least Square

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.518	.029		2.217	.000
Social Capital (X ₁)	.559	.036	.502	3.402	.000
e-Payment (Y ₁)	.773	.018	.621	3.572	.000
Knowledge Sharing (Y ₂)	.716	.024	.572	3.536	.000

Dependent Variable: Business Performance (the analysis of the authors)

Further data analysis for H4 is t-count $3.572 > 0.677$ with a significant $0.00 < 0.05$, and the magnitude of the effect value is equal to the standardized beta coefficient of 62.1%. This means that based on the statistical results of hypothesis 4, the effect of the e-Payment variable has a positive significant increase in business performance. The higher the ability of business actors to implement digitalization-based transactions, will give consumers financial confidence and integrated financial reports and provide convenience in transactions, the better business performance will be so that it can have an impact on improving business performance. From these results, business actors must pay attention to social capital with the needs of consumers during a pandemic (Christa et al., 2020) and also the results show that electronic payment variables in a system that can be applied during a pandemic are also concerned with health without directly (Son et al., 2016).

Hypothesis 5 shows the results that the variable knowledge sharing has a significant positive effect on business performance, from the t-count value of $3.536 > 0.677$ t-table with a significance of $0.00 < 0.05$ and the effect value of the standard beta coefficient of 57.2%. This means that methods and information on changes and information in group decision making are very significant in improving business performance. Next is a partial test of the direct relationship of the antecedent variable Social Capital (X) to e-Payment (Y1) and the direct relationship of Social Capital (X) to Knowledge Sharing (Y2). The results from table 4.1, in hypothesis testing 2, the statement that the t test result is $3.019 > 0.677$ with a significance of $0.00 < 0.05$ and a positive effect of 54.6%. This means that the existence of social capital variables is a good consideration in implementing a digitalized payment system, providing ease of business communication in finance (transactions), as well as integrated financial reporting.

Table 4.1
Partial output test results of hypothesis 2 test (Social Capital on e-Payment)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.131	.137		1.535	.001
Social Capital (X)	.619	.112	.546	3.019	.000

Dependent Variable: e-Payment (the analysis of the authors)

The next test result is hypothesis 3 research from the results of data processing in table 4.2, based on the questionnaire shows that there is a significant positive linear effect of t count $3,418 > 0.677$ and a significance of $0.00 > 0.05$ and the value of the effect of social capital is 49 8% increase Knowledge sharing with knowledge sharing indicators, control methods, of policies discussed and resolved collectively in groups.

Table 4.2
Test partial output from the results of testing hypothesis 3 (Social Capital on Knowledge Sharing)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.041	.112		1.231	.002
Social Capital (X)	.535	.153	.498	3.418	.000

Dependent Variable: Knowledge Sharing (the analysis of the authors)

In statistics it is show that the regression results have linearity from all exogenous to endogenous variables, so a test test is needed, to provide evidence that each variable has a function in increasing endogenous. In this study, what is said to be endogenous is business performance and exogenous is an independent variable that does not have an arrow. The results of table 5 show that the f-count is 19.379 with a significant value of 0.00b which indicates that there is a linear relationship between Social Capital (X), e-payment (Y1), Knowledge Sharing (Y2) in business. performance (Y3). Hypotheses 1 to 5 are built with empirical studies and theories, in research which states that social capital is an antecedent that has a significant

positive effect on the direction of the arrow in the study, meaning that the hypothesis is accepted based on the results of data analysis. The results of data processing also show that the f-table test for 100 respondents obtained $f\text{-count } 19.37 > 3.87$ f-table, which means that there is a relationship that affects the policies and actions of the independent variables which are significantly positive. variables that improve business performance.

Table 5

The results of ANOVA test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	79.321	2	19.882	19.379	.000 ^b
	Residual	51.635	98	.275		
	Total	120.956	100			

a. Dependent Variable: Business Performance (the analysis of the authors)

The results of this study indicate that previous empirical studies on the importance of social capital to encourage electronic transactions and knowledge sharing are acceptable, which means that the social capital variable can significantly improve business performance directly.

5. The results of the analysis are in the form of images

Even the social capital variable can encourage electronic payments and knowledge sharing in improving business performance through its indicator parameters in increasing electronic payments (electronic commerce payment systems) to be applied by business actors and the importance of knowledge, methods for decision making during the COVID-19 pandemic, in hotel businesses on Lovina Beach Bali. To sharpen the results of the research, a validated result image is made that is accepted as follows:

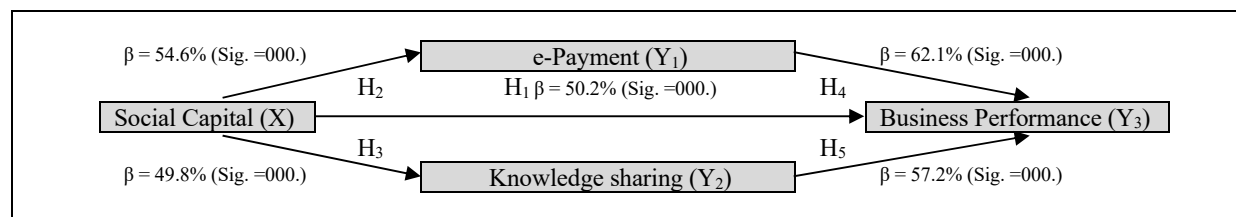


Fig. 2. The results of testing the hypotheses

Fig. 2 states that this research is based on microeconomic theory which is applied to the business strategy of supply chain management, for hotel business actors from the linearity relationship to become a reference and basis for continuing to make changes in management management, control of the basic structure in order to build a business foundation. strong in policies, actions such as electronic payments, sharing knowledge to improve business performance and improving systems in an effort to establish networks, trust, reciprocity, norms and implementing science and technology advances in the cooperation of hotel business groups in order to share benefits and benefits that lead to increased business performance.

6. Conclusion

The application system in management management when the conditions of the business environment change, the expertise of business actors can quickly synergize with various lines (Tayibnapis et al., 2018; Dantharaya et al., 2020). One of them is obtained from digitization in integrated financial management and reporting during the pandemic. The form of mastery of the hotel business in hotels along Lovina Beach Bali has long been using e-payment transactions. However, this is not a priority in conveying the advantages of the products offered to increase visitors so that it has a good impact on the performance of business hotels. So that it takes businesses that collaborate with the use of technology to increase the number of hotel visitors. The source of the supply chain system, then this business supply compiles a business supply strategy as a step in making change, management and management with group collaboration (Almatrooshi et al., 2020). Thus, knowledge sharing becomes positively significant in increasing the capabilities and expertise of hoteliers in obtaining information, obtaining countermeasures, and seeking joint solutions in solving problems. Based on the results of business strategies in management and management, it is necessary to start from the basics of purchasing products such as turnover in supply chain management, which can be applied to hoteliers in Lovina Beach, Indonesia. The form of capabilities and business actors from the research results provide evidence that, relevant information and knowledge about e-commerce payment systems, social capital-based knowledge sharing can be applied as a control over the right management system, to improve business performance. (Bozic et al., 2016). Sharing knowledge in improving business performance which serves as collaboration between groups of business actors to maintain good social entrepreneurship (Garcia et al., 2020; Christa &

Kristinae, 2021). So, the business can continue to run even though the income is slowly increasing. This research can be a reference for hoteliers at Lovina Beach Bali to provide convenience and ease in solving problems together, not on business competition, but especially on the common goal of returning to life which has an impact on the benefits of hoteliers from returning to their home business performance. In further research, it can be detrimental to the economic side as an innovation in improving business performance, so that the results can be strong in building a business strategy with supply chain management.

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