

Intellectual Capital Analysis of Employee Performance in the Culinary Industry PT Sinergitas Indonesia Muda (Suweger Indonesia)

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ABSTRACT

The main objective of this research is to investigate the impact of intellectual capital on the job performance of employees working in the culinary sector that is PT. Sinergitas Indonesia Muda (Suweger Indonesia). The method employed for selecting participants in this study was purposive sampling, whereby individuals were specifically chosen based on predetermined criteria. so that the number of samples taken was 60 employees. The analysis technique used in this study is smart partial least squares (PLS). The analysis findings indicate that (1) there is a noteworthy and favorable impact of human capital on the performance of employees at PT. Sinergitas Indonesia Muda (Suweger Indonesia) (2) there is no significant adverse impact of structural capital on the performance of employees at PT. Sinergitas Indonesia Muda (Suweger Indonesia) (3) relational capital has a beneficial impact on the performance of employees at PT. Sinergitas Indonesia Muda.

INTRODUCTION

Indonesia is a country rich in natural resources, diverse tribes, and a long cultural history. However, Indonesia's wealth has not made Indonesia a developed country. Indonesia is still considered a developing country today. Indonesia is the fourth largest developing country in the world and faces many opportunities and challenges in the era of free trade. Indonesia must prepare itself to face a sharp economic downturn if it cannot expand its domestic commodity export market. At the same time, modern customers are increasingly selective when it comes to the products they buy. Therefore, the only products that can enter the global market are unique, innovative and creative high-quality products. (Sapoetra, Anjaningrum, 2018).

Indonesia's creative industry plays an important role in economic development and is proven to contribute an average of 7.8% to the gross domestic product each year and Employs approximately 7.4 million individuals. From 2004 to 2010, creative industry exports experienced growth, with the highest average annual growth rate of 12%. In 2010, the export value reached 131 trillion rupiahs. By the year 2025, it is projected that the creative industry will make up approximately 11% of the Gross Domestic Product (GDP) and contribute 12-13% to exports. (Executive Summary, 2006).

PERPRES No. 142 of 2018 concerning the 2018-2025 National Creative Economy Development Master Plan explains that the scope of the creative economy includes sixteen sub-sectors. One of the most well-known creative industry sub-sectors in Indonesia today is the culinary creative industry. The culinary business in Surabaya is growing rapidly with various innovations and creativity that follow trends. The latest trend in the culinary industry is modern drinks, such as milk drinks, drinks containing flavors and coloring that are safe for consumption. Currently, in Surabaya, there are various manufacturers of modern drinks with various forms and processed flavors. Almost all drinks offered by manufacturers come in various variations to attract consumers to come. Apart from that, shops that sell processed drinks also prioritize customer comfort and satisfaction so that they make them come back and even recommend them to friends or other people. The shop that owns and sells various processed drinks is Suweger Indonesia which is located in Surabaya and Sidoarjo and has several branches in Central Surabaya, East Surabaya, North Surabaya, South Surabaya, West Surabaya and Sidoarjo. But behind the culinary creative industry, some entrepreneurs have employees. Labor plays a crucial role in the company, every company requires workers to carry out all activities in it.

Labor is a valuable asset that has a significant impact on the success of a company. Even though the company can operate manually without the presence of sophisticated machines, without the presence of labor, the company will not be able to run at all. Several factors affect employee performance, namely Intellectual Capital. Since the 1990s, invisible assets owned by companies should support employee performance where employees can maximize existing resources to achieve the targets assigned to them. Intellectual Capital has three components of interest that play a role in encouraging the growth of employee performance. The three elements consist of Human

Capital, Structural or Organizational Capital, and Relational Capital or Customer Capital. The idea of human capital represents the combined capability of the company to generate optimal solutions by leveraging the knowledge and expertise held by its employees. So that with the application of this knowledge, human capital will be able to increase. The concept of Structural/Organizational Capital is being able to fulfill routine processes and structures of the company to support optimal intellectual performance and overall employee performance. The concept of Relational/Customer Capital is being able to provide a good relationship or associate network that the company has with its partners, both from suppliers of goods and loyal customers, as well as from the government and the surrounding community.

Intellectual Capital plays a significant role in shaping the performance of employees at Suweger Indonesia, thereby impacting the overall long-term performance of the organization. Intellectual Capital serves as a means to determine the expected performance of Suweger Indonesia and evaluate employee performance, ensuring the development of resilient employees capable of thriving in the future of the organization. The organization's Human Capital possesses the complete capacity to establish a market orientation for its customers. The generation of enhanced worth provided by the expertise and skills of individuals while performing their responsibilities and tasks. Based on the results of an interview that was conducted with one of the Back Office employees, it was explained that employees of PT. Sinergitas Indonesia Muda (Suweger Indonesia) which has the lowest education level is SMA and the majority of employees from Suweger Indonesia have the last education at the high school level, namely 150 people. Employee education level is very important to note because it influences the way of thinking, behaving and acting. Employees who have a high level of education need to be given appropriate work skills to make it easier for employees to carry out the tasks assigned by the company.

In addition to human resources which are the main capital in the company, other factors contribute to the company's performance, namely Relational Capital. Relational Capital is wealth used to build relationships with related parties and company customers. When employees have good competence in an organization, they can understand the needs of consumers and partners and develop Relational Capital to maintain loyalty. The existence of a strong Relational Capital will result in optimal service to consumers and partners, which in turn creates good cooperation in a sustainable period. Based on research, shows that every year there is a new store opening that occurs due to Relational Capital which is both for customers and partners so that it can develop well every year. However, it cannot be denied that every part of the buying experience in cafes and shops depends on the quality of service to customers visitors in terms of welcoming customers, ordering, to payment.

Managers must pay attention to service as the highest priority or by providing training to employees to provide good service to visitors. Quality service involves creating a pleasant atmosphere and positive interactions between visitors and employees. To achieve this, employees must be courteous

and considerate when serving diners, attend to their needs promptly, and ensure that employees are knowledgeable about the menu and s appropriate serve food. Without optimal employee performance, the company's performance can't be achieved properly.

LITERATURE REVIEW

Intellectual Capital

Intellectual capital helps companies become more competitive, according to Bukh et al. (2005). This is related to the company's ability to use and manage the knowledge it has. Therefore, the value of intellectual capital is an important idea that can provide a knowledge-based resource and describes an intangible combination. When used properly, the value of intellectual capital enables an organization to execute its strategy well.

Human Capital

According to Brinker (2000), Human capital constitutes the foundation of intellectual capital, encompassing valuable knowledge, skills, and competencies that greatly contribute to the success of an organization or company. Nevertheless, assessing and quantifying the impact of this component can be challenging. By effectively leveraging the knowledge possessed by its employees, the company can enhance its human capital. According to Andrew Mayo (2000) in Ongkodihardjo (2008:41) The indicators of Human Capital encompass factors such as the proficiency of individuals, their drive and dedication, the environment within the organization, and the effectiveness of collaborative workgroups.

Structural Capital

As stated by Indra Lila Kusuma (2015: 51), Structural Capital pertains to the company's ability to efficiently carry out its operational procedures and establish the required organizational frameworks. This, in turn, aids employees in attaining optimal intellectual performance and ultimately enhances overall business performance. Despite an individual possessing exceptional intellectual capabilities, if the company lacks efficient systems and procedures, the intellectual property cannot work properly and maximize its potential. According to Pablo (2002), structural capital indicators include Infrastructure, Improvement quality, and Innovation.

Relational Capital

The research of Edi Sugiyono et al. (2019:548) states that Relational Capital is the perceived ability to build relationships with external parties. According to Widhiyaningrum (2004), indicators of relational capital include Customer Relationships, Customer Satisfaction, and Customer Retention (Consumer Behavior).

Employee Performance

Based on Moehrianto (in Rosyida 2010: 11), Employee performance pertains to the achievements, both in terms of quality and quantity,

exhibited by individuals or teams within an organization, as outlined by their respective roles, responsibilities, and authorities. These achievements aim to legally and ethically fulfill organizational goals. According to Yuwalliatin (in Mangkunegara, 2006:67), indicators used to gauge employee performance include adherence to established organizational rules, error-free or minimal-error task execution, and accuracy in completing assigned tasks.

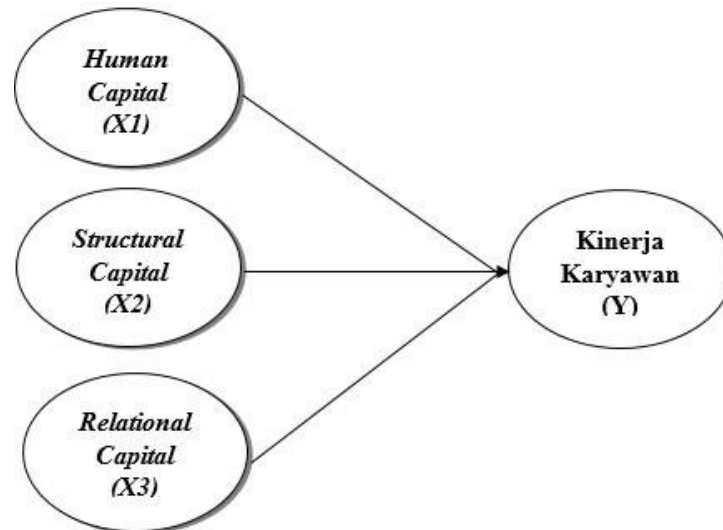


Figure 1. Conceptual Framework

Effect of Human Capital (X1) on Employee Performance (Y)

According to (Follis, 2001) suggests that Human Capital is contained within each individual, and the contribution of employees is important in determining the achievement of the organization's goals. Optimal outcomes in employee performance can be attained when there is strong support from Human Capital. Research conducted by Eka Mulya Prasetya (2016) states that the presence of Human Capital leads to a constructive effect on the performance of employees.

H1: Human Capital has a positive effect on Employee Performance

The Influence of Structural Capital on Employee Performance

Starovic and Marr (2004) state that structural capital refers to knowledge that is permanently present in the company, which gives the company the ability to carry out routine processes and support its organizational structure. This allows employees to achieve achieve peak intellectual performance and enhance the overall business performance of the company. Structural Capital plays a vital role in enabling optimal employee performance to be achieved.

According to the findings of the conducted research, it can be observed that Structural Capital does not have a significant impact on employee performance at Kedai Suweger Indonesia. This effect shows that there is no relationship between Structural Capital and the performance of Suweger Indonesia store employees.

H2: Structural capital hurts employee performance

The Effect of Relational Capital on Employee Performance

Starovic & Marr, 2003 state that Relational Capital involves various aspects such as company reputation, customer loyalty, satisfied customers, interactions with suppliers by employees, negotiation skills, distribution networks, relationships with suppliers, license agreements, and franchise agreements. When there is robust support from Relational Capital, employee performance can reach its maximum potential and yield optimal outcomes. Research conducted by Wiwit Hariyanto and Sigit Hermawan (2015) states that Relational Capital has a positive influence on employee performance.

H3: *Relational capital has a positive effect on employee performance*

METHODOLOGY

Quantitative research methods, specifically causal associative approaches, are employed in this study to examine the influence and relationships between variables. Quantitative research involves measuring variables to test hypotheses and serves as a means to test theories. Samples were taken by 60 people. The sampling technique applied and determined using the non-probability sampling method in which purposive sampling is a technique for taking samples or data sources through certain considerations.

The data utilized in this study is of a quantitative nature. This data is obtained from the results of questionnaires and employee data of PT. Sinergitas Indonesia Muda (Suweger Indonesia). Sources of data used in this study are primary data and secondary data. The data collection method used in this study is a questionnaire. This study utilizes a questionnaire that has been arranged so that it can measure the indicators of each variable, namely Human Capital (X1), Structural Capital (X2), and Relational Capital (X3) affect employee performance (Y) at PT. Sinergitas Indonesia Muda (Suweger Indonesia) and the analysis technique applied is the partial least square (PLS). The scale used to measure the indicators in the questionnaire is the Likert scale which indicates the level of disagreement to strongly agree.

RESEARCH RESULT

Questionnaires that have been prepared and contain statements from each variable indicator in the study, namely Human Capital (X1), Structural Capital (X2), Relational Capital (X3) and employee performance (Y) are distributed to employees of PT. Sinergitas Indonesia Muda (Suweger Indonesia), totaling 60 people. The estimated results and measurement models in PLS are as follows:

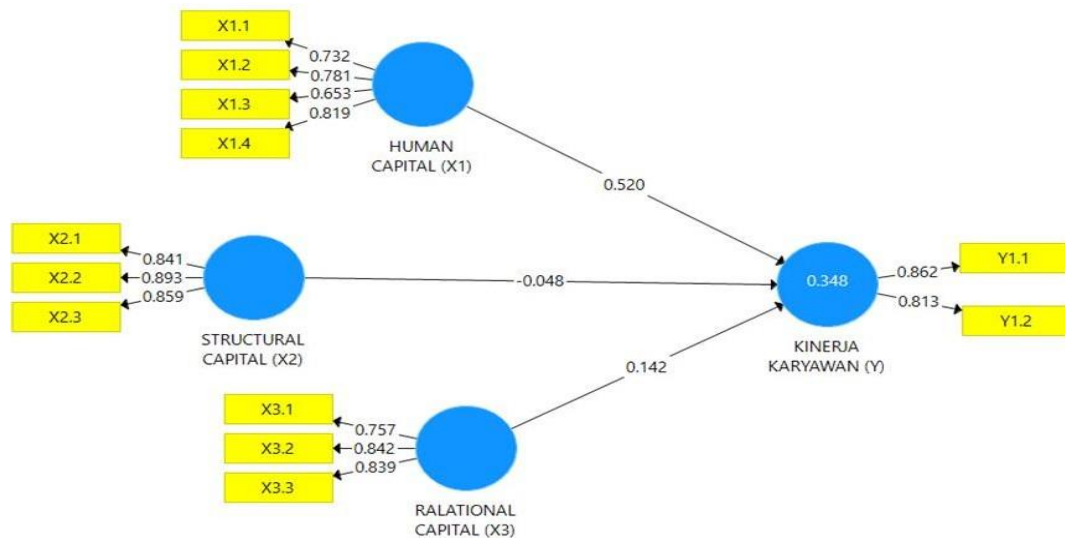


Figure 2. PLS measurement model Relationship between Human Capital (X1), Structural Capital (X2), Relational Capital (X3) and Employee Performance (Y) (Source: Processed Data)

Figure 2 illustrates the relationship between variables and their corresponding indicators through arrows, indicating the strength of the factor loading value for each indicator, the arrow lines between the exogenous and endogenous variables represent the path coefficients, indicating the magnitude of the relationships between these variables. Furthermore, the R-Square value, which represents the proportion of variance explained by the model, is depicted by the size of the circle for the endogenous variables.

The measurement model employed in this study incorporates exogenous variables that represent the indicators, such as Human Capital (X1), Structural Capital (X2), and Relational Capital (X3), as well as the endogenous variable, employee performance (Y), which is determined based on the factor sizes, Since all indicators in this model are reflective, the Outer Loadings output table is used.

Table 1. Three Box Method (Table in Good Quality and Easy to Understand)

Outer Loadings

	HUMAN CAPITAL (X1)	KINERJA KARYAWAN (Y)	RALATIONAL CAPITAL (X3)	STRUCTURAL CAPITAL (X2)
X1.1	0.745			
X1.2	0.774			
X1.3	0.646			
X1.4	0.816			
X2.1				0.838
X2.2				0.898
X2.3				0.857
X3.1			0.737	
X3.2			0.836	
X3.3			0.854	
Y1.1		0.836		
Y1.2		0.781		
Y1.3		0.443		

From table 1 it shows that the outcomes of data analysis using Smart PLS are shown in the Outer Loading Table above, that the Y1.3 indicator on the Employee Performance variable which has a loading factor value of less than 0.50 has a low validity level so that the variable indicators need to be eliminated or deleted from the model. The next measurement is the Average Variance Extracted (AVE) value which represents the size of the indicator variance contained in the latent variable. The value of convergent AVE > 0.5 determines that the validity of the latent variable is sufficient. Reflective indicator variables can be found from the AVE value of each construct (variable). If the AVE value for each structure is > 0.5, a fairly good model is needed.

Table 2. Average Variance Extracted (AVE)

Discriminant Validity
Fornell-Larcker Criterion

	HUMAN CAPITAL (X1)	KINERJA KARYAWAN (Y)	RALATIONAL CAPITAL (X3)	STRUCTURAL CAPITAL (X2)
HUMAN CAPITAL (X1)	0.749	0.583	0.685	0.723
KINERJA KARYAWAN (Y)	0.583	0.838	0.463	0.432
RALATIONAL CAPITAL (X3)	0.685	0.463	0.814	0.730
STRUCTURAL CAPITAL (X2)	0.723	0.432	0.730	0.864

(Source: Processed Data)

In this section, it is important to provide a comprehensive explanation for each statistical test conducted. This section holds significant importance as it entails the detailed description of the research methodology employed. Every statistical result must succinctly summarized and visually presented in graphically or just a table, avoiding direct copying from the statistical tool used. Table 2 shows that When the square root of Average Variance Extracted (AVE) exceeds the correlation between variables, it indicates the presence of discriminant validity. For instance, consider the case of Human Capital variable (X1) with four indicators. (X1.1 to X1.4 has an AVE root of 0.749 which is greater than the correlation value with other variables 0.583; 0.685; 0.723 etc.; so that the Financial Behavior variable has discriminant validity. In summary, the results indicate that each research variable, including Human Capital, Structural

Capital, Relational Capital, and Employee Performance, exhibits a greater square root value for its Average Variance Extracted (AVE) compared to its correlation with other variables. This confirms the presence of discriminant validity.

Table 3. Reliability Test

Construct Reliability and Validity				
	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
HUMAN CAPITAL (X1)	0.752	0.793	0.835	0.611
KINERJA KARYAWAN (Y)	0.781	0.785	0.825	0.702
RELATIONAL CAPITAL (X3)	0.753	0.786	0.854	0.662
STRUCTURAL CAPITAL (X2)	0.830	0.830	0.899	0.747

(Source: Processed Data)

The provided table illustrates the subsequent measurement model, which involves evaluating the Average Variance Extracted (AVE) value. This value signifies the extent of indicator variance encompassed by the latent variable.

Adequate validity of latent variables is indicated by convergent Average Variance Extracted (AVE) values exceeding 0.5. The reflective indicator variables can be determined by examining the AVE values for each construct or variable. To ensure a good model, it is necessary for the AVE value of each construct to be higher than 0.5. The test outcomes demonstrate that the AVE values for the variables Human Capital, Structural Capital, Relational Capital, and Employee Performance are all greater than 0.5, confirming their validity.

The reliability of a construct is assessed through the composite reliability value. If the composite reliability value exceeds 0.70, it indicates that the construct is reliable, and the indicator is considered consistent in measuring its latent variables. Based on the test results, it can be observed that the constructs (variables) Human Capital, Structural Capital, Relational Capital, and Employee Performance exhibit a composite reliability value higher than 0.7, indicating their reliability and consistency.

Table 4. R-square

R Square		
	R Square	R Square Adjusted
KINERJA KARYAWAN (Y)	0.348	0.328

(Source: Processed Data)

Table 4 states that the value of $R^2 = 0.348$ this can be interpreted that the model can explain the phenomena/problems of Employee Performance by 34.80%. Based on the test results, it can be observed that the constructs (variables) Human Capital, Structural Capital, Relational Capital, and Employee Performance exhibit a composite reliability value higher than 0.7, indicating their reliability and consistency. This implies that 34.80% of employee performance can be attributed to the influence of Human Capital, Structural Capital, and Relational Capital, while the remaining 65.20% is influenced by variables other than these factors. Next can be seen the path coefficient on inner models. Results for inner weights.

Table 5. Path Coefficients (Mean, STDEV, T-Values)

Path Coefficients					
Mean, STDEV, T-Values, P-Values					
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
HUMAN CAPITAL (X1) -> KINERJA KARYAWAN (Y)	0.520	0.528	0.119	4.362	0.000
RELATIONAL CAPITAL (X3) -> KINERJA KARYAWAN (Y)	0.142	0.156	0.067	2.106	0.038
STRUCTURAL CAPITAL (X2) -> KINERJA KARYAWAN (Y)	-0.048	-0.057	0.115	0.417	0.677

(Source: Processed Data)

Table 5 states that Human Capital has a Significant Positive effect on Employee Performance with a path coefficient of 0.520 where the p-value = 0.000 is smaller than the value $\alpha = 0.05$ (5%), Structural Capital has a Non-Significant Negative effect on Employee Performance with a path coefficient of -0.048 where the p-value = 0.677 is greater than the value of $\alpha = 0.05$ (5%), and Relational Capital has a significant positive effect on employee performance with a path coefficient of 0.142 where the p-value = 0.038 is smaller than the value of $\alpha = 0.05$ (5%).

DISCUSSION

The Effect of Human Capital (X1) on Employee Performance (Y)

According to the findings of the conducted research, it is evident that Human Capital has a substantial positive impact on employee performance at Kedai Suweger Indonesia. This influence indicates a relationship between human capital and employee performance where an appropriate human capital model can improve the performance of Kedai Suweger Indonesia employees.

The results of the analysis show that the indicator of the human capital variable is the most powerful indicator based on the results of data processing by looking at the factor loading value. This shows that one of the good human capital models is individual ability that can be applied with the initiative of each employee. With the initiative ability of employees on individual abilities, it is hoped that they will have a big role in the development of Kedai Suweger Indonesia, namely making the culture become a better trigger that can boast of its work for Kedai Suweger Indonesia.

The results of the study are the opinion of Putiri B Katiti, Dinar Maulida, and Nurul Umami with the title "Influence of Intellectual Capital on Employee Performance" endogenous employee performance.

The Effect of Structural Capital (X2) on Employee Performance (Y)

According to the findings of the conducted research, it is revealed that Structural Capital does not have a significant negative impact on employee performance at Kedai Suweger Indonesia. This effect shows that there is no relationship between Structural Capital and the performance of Suweger Indonesia store employees.

The results of this study indicate that Structural Capital partially does not affect the performance of Suweger Indonesia shop employees, meaning that Structural Capital does not have a direct relationship with employee performance. This phenomenon proves that Structural Capital does not function properly as it should be supported by infrastructure, innovation and quality improvement.

The study titled "Contribution of Human Capital and Customer Capital in Enhancing the Performance of Cafés and Restaurants in Surabaya" was previously conducted by Gendut Sukarno and Lia Nirawati. The purpose of this study was to examine the concept of connectedness between human capital and customer capital and their impact on the performance of cafes and restaurants in Surabaya. Both can be the company's performance variables.

The Effect of Relational Capital (X3) on Employee Performance (Y)

Based on the results of the research that has been done, the results show that Relational Capital has a positive effect on the performance of employees at the Suweger Indonesia shop. This influence shows that there is a relationship between Relational Capital and employee performance where an appropriate Relational Capital model can improve the performance of Suweger Indonesia store employees.

The analysis findings indicate that the Relational Capital indicator variable which is the most powerful indicator based on the results of data processing by looking at the value of the loading factor for each indicator is a good indicator of customer retention. Therefore, efforts are needed to review the extent to which employee behavior that has been socialized can be well received and able to be applied in daily work so that it can attract customers to come back.

The results of the study are the opinion of Putiri B Katiti, Dinar Maulida, and Nurul Umami with the title "Influence of Intellectual Capital on Employee Performance" endogenous employee performance.

CONCLUSIONS AND RECOMMENDATIONS

Based on the test results using PLS analysis to examine the effect of several variables on employee performance at Kedai Suweger Indonesia, it can be concluded that Human Capital at Kedai Suweger contributes to employee performance at Kedai Suweger Indonesia. Structural Capital at Kedai Suweger

Indonesia does not contribute to the performance of employees at Kedai Suweger Indonesia. Relational Capital at Kedai Suweger Indonesia contributes to the performance of employees at Kedai Suweger Indonesia.

ADVANCED RESEARCH

The findings of this study have several implications and recommendations that can be valuable for decision-making purposes. Firstly, it is advisable for employees to efficiently accomplish both individual and team tasks, whether in larger quantities or on a larger scale. Secondly, companies are encouraged to adopt technologies, such as machinery, to enhance employee productivity. Lastly, it is crucial for employees to prioritize customer satisfaction and consistently address their needs.

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