



Excellent Service Based on Human Capital and Leader Mindfulness (Survey of Sharia Hotel Employees in Bandung)

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How to Cite :

Permana, E.T., Yuniarsih, T.Ahman., E. Rofaida., R. (2024). Excellent Service Based on Human Capital and Leader Mindfulness (Survey of Sharia Hotel Employees in Bandung). EKOMBIS REVIEW: Jurnal Ilmiah Ekonomi Dan Bisnis, 12(1). doi: <https://doi.org/10.37676/ekombis.v12i1>

ARTICLE HISTORY

Received [09 October 2023]

Revised [30 November 2023]

Accepted [07 December 2023]

KEYWORDS

human capital, leader mindfulness, excellent service, sharia hotels

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ABSTRACT

Human resources have a very important role in providing services, especially those that are interpersonal or require empathy. The hotel industry, which is closely related to service, is the object of this research because there are still many complaints. Service complaints including 3A (attitude, attention, and action) remain a highlight that still needs to be improved. This research aims to analyze how human contribution as company capital with the support of leaders continues to improve service quality. The research uses a quantitative approach, with an explanatory survey method. The population determined was employees of the Syariah Hotel in Bandung using random sampling. The data collection tool is a questionnaire with a Likert scale which is distributed online to Syariah Hotel employees in Bandung. The research results show that human capital contributes positively to leader mindfulness. Human capital contributes positively to excellent service, and leader mindfulness contributes positively to excellent service. The research has implications for prioritizing human capital development and cultural awareness across organizations for sustainable business.

INTRODUCTION

Human resources have a very important role in providing services to customers compared to machines (Frank & Otterbring, 2023), especially in the context of services that are interpersonal or require empathy. Humans can think creatively and find innovative solutions in dealing with complex customer problems (Chien et al., 2021). Humans can adapt to changing situations and find unexpected solutions. The ability to speak, listen, and explain well is an

important aspect of providing satisfactory service. Humans can also provide services that are more personalized and tailored to individual needs (Huang et al., 2023).

The existence of humans remains unique as capital in a company (human capital), it cannot be completely replaced by artificial intelligence in the form of robots, although these machines have speed, accuracy, and consistency in simple and repetitive tasks (Li et al., 2023). When conflict or customer dissatisfaction occurs, humans can handle these situations better, mediate, and find solutions that satisfy all parties. Humans can make decisions based on considerations of values, ethics, and feelings that are not only based on algorithms or computer programs (Rodgers et al., 2023). This situation can create stronger relationships with customers. The use of robots in customer service can increase efficiency and provide opportunities for human resources to focus on more strategic tasks, such as dealing with situations that require human judgment and creative decisions (Hossein et al., 2023). About service, service businesses such as hotels, and human capital must be given great attention in satisfying customers because it will create a sustainable business.

Hotel development in Indonesia has experienced rapid progress in the last few decades. Several factors that influence hotel development include an increase in the number of tourists, government support, and technological developments (Binus, 2016). The increase in the number of hotels is in line with the increasing number of tourists visiting Indonesia, and the demand for adequate tourism accommodation will also increase (Ye & Xu, 2020). This encourages the construction of new hotels in various cities, especially in urban and tourism areas. The Indonesian government's support also plays a role in advancing the hotel sector by providing various incentives and facilities, such as ease of licensing and investment (bapenda.jabarprov, 2023). This encourages investors' interest in investing in the hotel sector. Technological developments have an impact on hotel development in Indonesia. Many hotels are starting to adopt technology in services, such as online bookings, smart locks, and integrated hotel management systems. The development of hotels in Indonesia contributes to the country's economy. With the continued increase in the number of tourists visiting, it is hoped that hotel development in Indonesia will continue to experience positive growth.

Hotels in Indonesia are increasingly focusing on improving service quality. Many hotels prioritize employee training and development to provide better service to customers (Binus, 2016). Even though a lot of artificial intelligence has been created to provide services, human existence is still a priority because humans are more flexible and able to think creatively. So human resources become irreplaceable capital in service. Training and development of human resources must continue to be improved to improve excellent service in the hospitality industry.

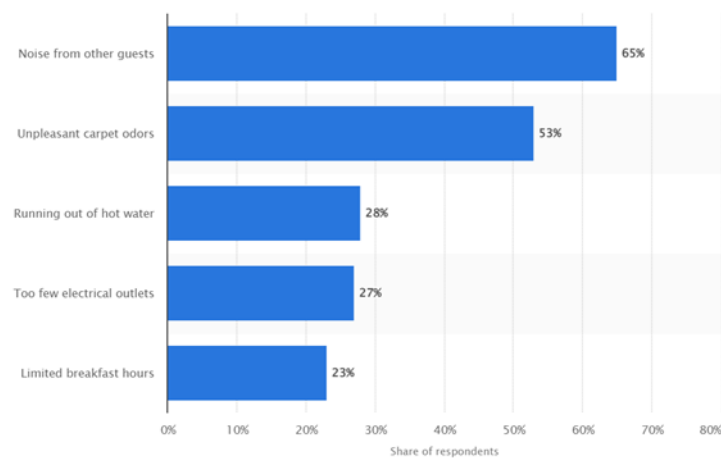
Hotel development in West Java has experienced a significant increase in recent years. According to West Java BPS data, the hotel room occupancy rate (TPK) in West Java in February 2022 reached 33.82 percent (Jabar.bps, 2022). This shows growth in the hotel sector. West Java has quite a large tourism potential, such as natural, historical, and cultural tourist attractions. This is an attraction for tourists to visit West Java and increases demand for tourism accommodation in the area. West Java is a creative city that is a popular holiday choice. Bandung was named a World Creative City by UNESCO, which shows the city's international recognition in the field of design. The existence of city parks and other creative activities is a special attraction for tourists. The uniqueness of Bandung as an attractive holiday destination includes cool air, strategic places, delicious culinary delights, and cheap goods (Orami, 2023).

Tourists coming to Bandung certainly need a comfortable and quiet place to stay. One option that is trusted by the public, especially those who are Muslim, is sharia hotel services. Sharia hotels are considered to provide peace away from immorality because they are halal. Service in Sharia hotels refers to the Islamic view of the services provided by Islamic principles which fulfill hospitality, friendliness, honesty, trustworthiness, helpfulness, and saying sorry and thank you (Fazza & Septia, 2020). Islam stipulates that believers should help each other and

assist each other in acts of goodness and piety only, they must not help in committing sins and transgressions.

In reality, every hotel service has advantages and disadvantages. In general, many hotel services still experience problems. Problems that occur in hotel services due to the attitudes, attention, and activities of employees can be in the form of complaints from customers, such as unsatisfactory product or service quality (Widjoyo et al., 2014). Apart from that, the lack of professional waiters or waitresses when serving guests can be a customer complaint (Rendrawan et al., 2020). Another problem is the lack of service quality dimensions, such as a lack of empathy and attention from employees (Martha & Jordan, 2022). Apart from that, employees' hospitality skills can also be a problem, such as a lack of ability to communicate with colleagues and a lack of consistency in work (Rini, 2021). To overcome this problem, companies need to have the right strategy for handling customer complaints and train employees to improve service and hospitality skills. Below are several complaints that occur in hotel services.

Figure 1 Service complaints



Source: www-kapturecrm-com, 2023

Based on the picture above, noise from other guests should be a concern for employees to condition it. Uncomfortable rooms are related to employee activities that do not carry out their duties in detail. The absence of hot water, the lack of electricity sources, and the limited breakfast time, is related to the services provided. Attitude and behavior problems in hotels occur very often. Every hotel, large or small, receives complaints from guests regarding the rude, unprofessional, and uncaring behavior of hotel service employees. Unpleasant remarks, laughing at hotel guests, or even fighting with hotel guests all happen every day in hotels around the world. Fast and effective customer service plays a vital role in the hospitality industry. Apart from skilled employees, the hotel industry also needs leaders who are open, innovative, charismatic, and wise to balance the tiring work of employees.

The role of leaders in increasing productivity is very much needed. Leaders have a strong influence in creating a work environment that encourages employees to work more efficiently and effectively (Siyal et al., 2023). Leaders must create a work culture that encourages collaboration and teamwork teamwork (Sahertian & Jawas, 2021). Well-functioning teams tend to be more productive than individuals working alone. Recognition and appreciation for employee achievements can motivate employees to continue working well. Leaders must resolve conflicts and problems that arise in the work environment quickly and fairly. This can help maintain harmony in the workplace and prevent conflict. Leaders must be able to motivate employees by providing inspiration and enthusiasm, and becoming role models for employees in terms of work ethics, professionalism, and dedication (Ly, 2023). When leaders show commitment to the

job and the organization, employees are more likely to follow their example and can increase productivity.

Previous research has provided empirical evidence that supports a positive relationship between human capital attributes such as knowledge, skills, and capacity and organizational performance in various sectors, including the banking, SME, and technology industries. Research (Lenihan et al., 2019) recognizes that human capital regarding education (Dzinkowski, 2020) describes the accumulation of competencies. (Mihardjo & Ahmed, 2020) identifies human capital in terms of attitudes and motivation for the organization. Then research on excellent service was conducted by (Islam et al., 2021) which explored excellent service on brand image. (Tajeddini et al., 2023) discusses excellent service which creates a competitive advantage, (Urquhart, 2019) finds that excellent service can strengthen collaboration. Research on mindfulness conducted by (Eby et al., 2017) proves that mindfulness can reduce stress, (Kuechler & Stedham, 2017), can manage organizational change and (Urrila, 2022) improve well-being. Based on the results of previous research, there are still many gaps for researchers to develop human capital and excellent service which are very important in the hospitality sector. The difference between previous research and this research is that the current research will discuss human capital in supporting excellent service with leader-support mindfulness which has not previously been discussed.

Based on the obstacles presented regarding hotel employee complaints related to service. Currently, the author wants to analyze the similarities and differences in services that occur in Sharia hotels. This is very important to improve service quality to create customer confidence to visit again. What is the description of Sharia hotel services in Bandung, are human resource capabilities still needed and influence service, or is the use of artificial intelligence sufficient? Does the meaningfulness of a leader influence the quality of service that occurs in Sharia hotels? Based on this, this research aims to analyze the influence of human resources (human capital), the meaningfulness of leaders, and the excellent service that occurs in Bandung sharia hotels.

LITERATURE REVIEW

Human capital and leader mindfulness

Research on human capital has experienced significant growth since it first appeared in economics and business literature. Initially, human capital theory was introduced by (Mincer, 1958). Then, this concept continued to develop with contributions from Becker and Schultz. (Theodore W. Schultz., 1961) identified health and internal migration as important factors in human capital, and he assured that investments in skill development and employee capability enhancement could provide positive returns. Schultz also linked inequalities in productivity to factors such as education, health, and training.

Several other studies have explored human capital in various dimensions. (Dzinkowski, 2020) describes human capital as the accumulation of competencies, knowledge, and skills needed to carry out work that provides economic value for the organization. (Lenihan et al., 2019) recognize education, professional knowledge, personal experience, skills, and creativity as key components of human capital. Then (Mihardjo & Ahmed, 2020) identified employee attitudes, motivation, and commitment as important components of human capital. Meanwhile, apart from factors such as training, education, and experience, other aspects also play an important role in achieving organizational success. In the context of the hotel industry which relies heavily on human services, human capital attributes such as capacity, knowledge, and skills have a central role in improving the quality of services provided (Aman-ullah et al., 2022).

The relationship between human capital and leader mindfulness (conscious leadership) is an understanding of leader mindfulness practices that contribute positively to the development and utilization of human capital in organizations. Mindful leaders tend to have a high level of self-awareness of their own emotions and the emotions of others. Employees are helped to identify strengths and weaknesses and provide support in developing relevant skills and

knowledge. This can help increase employee capacity and competency, which is part of human capital. Based on the relationship between human capital and leader mindfulness, the first hypothesis is proposed as follows.

- H1: human capital can contribute positively to leader mindfulness.

Human capital with excellent service

The advantage of customer service (excellent customer service) is always doing the right thing for customers as a habit (Dequesada & Moriarty, 2021). These habits reflect a commitment to providing excellent service to customers on an ongoing basis, not just as a momentary measure. Three indicators to realize the level of personal service in realizing human capital excellence are 3A attitude, attention, and action (Daryanto & Setyabudi, 2014). Attitude is behavior that is highlighted when dealing with customers, including polite and harmonious appearance, positive thinking, being healthy logical, and respectful. Attention is caring for customers, whether they want or need customers, interpreting suggestions and criticism, and listening and observing well. Then there are action indicators, namely providing services to customers, by recording needs, reaffirming, realizing customer needs, and thanking them.

Excellent service plays a role in sustainable business, being a key factor in achieving long-term success (Elias et al., 2021). Excellent service can help retain existing customers and attract new ones. Customers who feel appreciated and receive good service tend to remain loyal and recommend the business to others. Excellent service contributes to a business's reputation. Businesses that are known for high-quality service tend to be more trusted and respected by customers and competitors (Islam et al., 2021).

Competitive business environment, high-quality service can be a significant competitive advantage (Tajeddini et al., 2023). Customer satisfaction from good service will make more frequent purchases, which can increase business revenue and profitability. Customers will be loyal, feeling emotionally connected in the long term. Businesses known for excellent service are more likely to attract potential business partners and collaboration opportunities that can be profitable (Urquhart, 2019).

The relationship between human capital and excellent service is very close and interrelated. Human capital refers to the knowledge, skills, experience, and other attributes possessed by individuals in an organization. Excellent service is an excellent level of service provided to customers, to create a positive experience. Strong human capital competency is the key to providing excellent service (Schneider & Zielke, 2021). Regarding the relationship between human capital and excellent service, the second hypothesis is developed as follows.

- H2: human capital can contribute positively to excellent service.

Mindfulness leader with excellent service

Several human resource management literature recognizes the importance of Mindfulness-Based Interventions (MBI) which can be summarized as development-oriented activities, built around the concept of mindfulness that includes meditation and mindfulness practices, psychoeducational content, and self-reflection (Zellmer - Bruhn, 2016).

Mindfulness education in organizations previously focused more on employee well-being and stress reduction (Eby et al., 2017), but recent research has found a real connection between mindfulness and leader development. This research goes beyond aspects of personal well-being and work productivity, looking at the various ways in which mindfulness interventions and practices can provide specific benefits for leaders and improve the quality of leadership. There is a particular focus on the interpersonal influence of consciousness indicating that a leader's consciousness can influence others besides the leader himself (Eby et al., 2020). Additionally, research shows that leaders view mindfulness practices as supportive of their development as people and leaders. Overall, mindfulness is considered a helpful tool in managing change and

transformation, and research on leaders' mindfulness practices has yielded a variety of approaches involving different conceptions of mindfulness (Kuechler & Stedham, 2017).

Understanding the potential effectiveness of awareness as a method of increasing leadership capacity and explaining aspects that are relevant for leaders, the definition of a leader's specific awareness practice is the practice of (1) a holistic leader self-development approach in which (2) a leader is involved in increasing current awareness towards their experiences as leaders (3) to improve their own lives and those of others (Urrila, 2022). Regarding the relationship between leader mindfulness and excellent service, the second hypothesis is developed as follows.

- H3: leader mindfulness can contribute positively to excellent service

METHODS

The research approach uses quantitative methods, with an explanatory survey method. The population determined is Sharia hotel employees in Bandung who provide services to customers. The reason for choosing a hotel in Bandung is because Bandung is a creative city that attracts tourists and the rapid development of hotels in Bandung has become an important means of satisfying customers. The choice of Sharia hotels is based on the rules set out in Islamic teachings that hospitality, halal, and mutual help are the priorities of building ukuawah. However it is implemented in Sharia hotels, it will be the best alternative to solve the problems that occur.

This research uses a questionnaire data collection tool with a 7 Likert scale. The questionnaire is distributed online using Google Forms to Sharia hotel employees. A sample of employees from 11 Sharia hotels in Bandung who were able to work together to fill out questionnaires managed to collect 77 questionnaires. Determining this sample is sufficient to be processed using PLS-SEM. This is based on the provisions stipulated (Hair Jr et al., 2023) regarding determining the minimum sample, presented in the table below.

Table 1 Minimum sample sizes

Pmin	Significance Levels		
	1%	5%	10%
0.05-0.1	1004	619	451
0.11-0.2	251	155	113
0.21-0.3	112	69	51
0.31-0.4	63	39	29
0.41-0.5	41	39	19

Source: (Hair et al., 2021)

The table above shows that the samples collected comply with the requirements for processing using PLS-SEM.

RESULTS

Respondent characteristics

Respondent characteristics/demographic profiles play an important role in understanding respondent background characteristics. For this study, three demographic characteristics were gender, education, and age. The characteristics of the respondents obtained can be seen in the following summary table.

Table 2 Respondent Characteristics

Criteria	Respondent	Frequency	Percent
Gender	Male	47	61%
	Female	30	39%
Education	High school	26	34%
	Associate degrees	32	42%
	Bachelor's degree	19	24%
Age	19-25 years old	39	51%
	26-35 years old	21	27%
	36-45 years old	17	22%

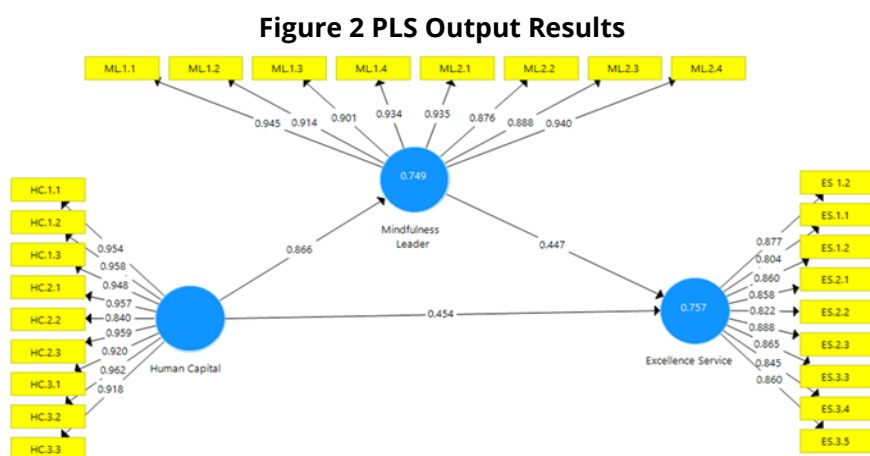
Source: own research

Based on the respondent's table, it is known that employees are dominated by men. This means that male workers may be more realistic in dealing with service problems than women so hotels accept more male employees. The majority of employee education are vocational graduates who are ready to work, and the average age of employees is in the Gen Z category, which is still young. This data shows that young employees are more likely to work more deftly and have fresh performance.

Statistical analysis using PLS

Partial Least Squares (PLS) analysis was used in this research. PLS is usually used to analyze causality based on variation and uses a principal component-based estimation approach (Hair et al., 2017). There are many reasons to support the use of PLS in this research; the most compelling reason is that PLS-SEM is a powerful approach for multivariate data analysis. PLS-SEM is the best multivariate approach to test construct validity and theoretical relationships: assessing measurement models and relationships between independent and dependent variables. (Sarstedt et al., 2019) stated that PLS-SEM can estimate several associations simultaneously, focusing on the big picture of the entire model and its explanatory power. Although SEM has been used in a variety of ways, PLS-SEM has become a very popular and widely used technique.

There are two-step procedures for evaluating the PLS model. First, this study applies measurement model analysis to verify and evaluate the reliability of individual items. Additionally, it also helps to find the "internal consistency, reliability, content validity, convergent validity, and discriminant validity" of the instrument. Next, the structural model is validated against the data to determine consistent causal relationships. The following is a model of the output results using PLS.



Source: Researcher, 2023

Measurement model analysis

Evaluation of the measurement model begins by first looking at the outer loading which is determined by criteria above > 0.70 (Hair Jr et al., 2023) or above > 0.60 (Chin, 1998). Second, analyze composite reliability with the above criteria > 0.70 . Third, determine convergent validity by analyzing Cronbach's alpha above > 0.70 . Fourth, analyze the root of AVE above > 0.50 , and fifth by analyzing discriminant validity (cross loading, Fornell Lacker and HTMT).

1) Reporting validity and reliability

Table 3 Reporting Validity and Reliability

Variable	Indicator	Factor Loading	Cronbach's Alpha	Composite Reliability	AVE
Human capital			0.953	0.960	0.729
HC.1.1	• Capacity and potential to do the task	0.877			
HC.1.2		0.804			
HC.1.3	• Ability to develop yourself	0.860			
HC.2.1	• Easy to adapt quickly and effectively	0.858			
HC.2.2	• Understand the work being undertaken	0.822			
HC.2.3		0.888			
HC.3.1	• Innovate with development	0.865			
HC.3.2	• Learning improves performance	0.845			
HC.3.3	• Understand technical skills	0.860			
	• Ability to communicate with the team				
	• Ability to manage time				
Mindfulness Leaders			0.982	0.984	0.876
ML.1.1	• Attention to employee welfare	0.954			
ML.1.2	• Support in dealing with stress	0.958			
ML.1.3	• Help in focusing on work	0.948			
ML.1.4	• Facilities in a conducive work environment	0.957			
ML.2.1		0.840			
ML.2.2	• Assistance in overcoming employee obstacles	0.959			
ML.2.3		0.920			
ML.2.4	• Promote open communication and collaboration	0.962			
	• Providing learning opportunities	0.918			
	• Support for innovative initiatives				
Excellence Service			0.973	0.977	0.841
ES.1.1	• Be friendly when interacting	0.945			
ES.1.2	• Able to handle customer complaints	0.914			
ES.1.3	• Able to be positive and satisfy customers	0.901			
ES.2.1		0.934			
ES.2.2	• Consistently give full attention	0.935			
ES.2.3	• able to detect customer needs	0.876			
ES.3.1	• Act quickly to deal with customers	0.888			
ES.3.2	• Consistent with service standards	0.940			
	• Mama is able to coordinate with the team				

The human capital variable is measured by three valid measurement items with outer loading between 0.804-0.888, which means that the three measurements validly reflect the measurement of human capital. The level of variable reliability is acceptable as shown by Cronbach's alpha and composite reliability above 0.70 (reliable). The level of convergent validity shown by the AVE value of 0.729 > 0.70 meets the requirements for good convergent validity. Overall, the variation in measurement items contained in the human capital variable reached 73%. The leader mindfulness variable is measured by two valid measurement items with outer loading between 0.840-0.962, which means that the two measurements validly reflect the measurement of leader mindfulness. The level of variable reliability is acceptable as shown by Cronbach's alpha and composite reliability above 0.70 (reliable). The level of convergent validity shown by the AVE value of 0.876 > 0.70 meets the requirements for good convergent validity. Overall, the variation in measurement items contained in the human capital variable reached 88%. The leader mindfulness variable is measured by two valid measurement items with outer loading between 0.876-0.945, which means that the two measurements validly reflect the measurement of leader mindfulness. The level of variable reliability is acceptable as shown by Cronbach's alpha and composite reliability above 0.70 (reliable). The level of convergent validity shown by the AVE value of 0.841 > 0.70 meets the requirements for good convergent validity. Overall, the variation in measurement items contained in the human capital variable reached 84%. The results of this research, Cronbach's alpha values ranged from 0.953-0.982, composite reliability values ranged from 0.960-0.984, while AVE values ranged from 0.729-0.876. Thus, all these values confirm the reliability of the measurements. In addition, the factor loading value is higher than 0.70, ranging from 0.804-0.962, which confirms the reliability of the indicator. Thus, all reported validity and reliability values confirm the reliability of the measurements. Table 4.2 illustrates that the research construct passed the convergent validity test.

2) Measurement of discriminant validity

Discriminant validity was proven using Fornell and Larcker's (1981) condition ($AVE \geq 0.5$), with the square root of AVE exceeding the correlation between latent variables.

Table 4 Fornell-Larcker Criterion

	Excellence Service	Human capital	Mindfulness Leaders
Excellence Service	0.854		
Human capital	0.841	0.936	
Mindfulness Leader	0.84	0.866	0.917

The results are summarized in Tables 4.3, which indicate that all latent variables have an AVE of more than 0.50, and the square root of the AVE is greater than the correlation between the latent variables, indicating that the research measurements have an adequate level of discriminant validity.

Structural model analysis

Structural model evaluation is concerned with testing hypotheses of influence between variables. The structural model evaluation examination was carried out in three stages, namely first checking for multicollinearity with the Inner VIF measure (Sarstedt et al., 2019). Second, test the hypothesis between variables by looking at the t statistic or p-value.

1) Multicollinearity

Inner VIF was carried out to analyze whether there was multicollinearity. So that the data collected is not biased.

Table 5 Inner VIF Values

	Excellence Service	Human Capital	Mindfulness Leader
Excellence Service			
Human capital	3,986		1,000
Mindfulness Leader_	3,986		

The estimated results of the inner VIF value below < 5 indicate that there is no multicollinearity between the variables. These results confirm that the parameter estimates in SEM PLS are unbiased.

2)Hypothesis testing

This stage looks at the influence between the variables studied and can be seen from the summary table below.

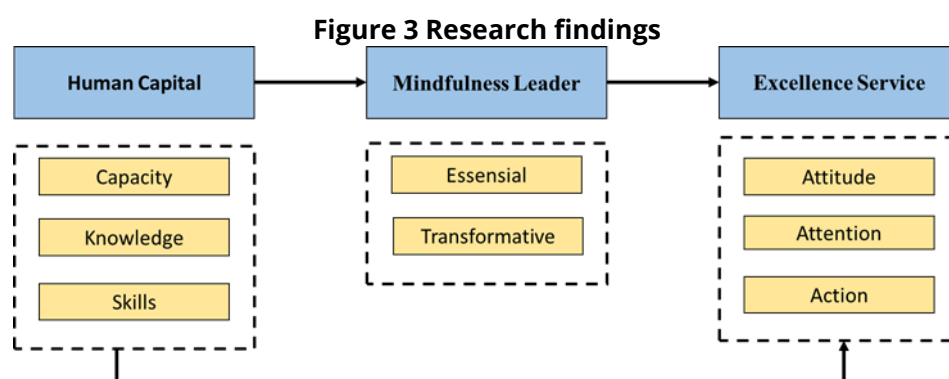
Table 6 Hypothesis Results

	O	Mean	STDEV	T Statistics	P Values	Decision
Human capital -> Excellence Service	0.454	0.504	0.183	2,477	0.014	Accepted
Human capital -> Mindfulness Leader	0.866	0.872	0.035	24,998	0,000	Accepted
Mindfulness Leader-> Excellence Service	0.447	0.399	0.183	2,442	0.015	Accepted

Based on the results of hypothesis testing above, it is known that.

1. The first hypothesis is accepted, namely that there is a significant influence between human capital on service excellence with path coefficient (0.45) and V value ($0.014 < 0.05$).
2. The first hypothesis is accepted, namely that there is a significant influence between human capital on leader mindfulness with path coefficient (0.86) and V value ($0.000 < 0.05$).
3. The first hypothesis is accepted, namely that there is a significant influence between human capital on leader mindfulness with path coefficient (0.47) and V value ($0.015 < 0.05$).

Based on verification data processing, the following research results model was found



Source: Researcher 2023

DISCUSSION

Human capital has a crucial role in organizations, especially in the hospitality sector (Elsharnouby & Elbanna, 2021). Because this sector relies heavily on human labor, skills,

knowledge, and abilities are key factors for organizations in this sector. Management, organizations need to focus on leadership to keep operations coordinated, remembering that service work involves many layers, from receptionists, and service providers to managers (Peng et al., 2023).

Human capital is formed by capacity, knowledge, and skills (Aman-ullah et al., 2022). Of the three forms, knowledge has the highest influence, namely that employees always try to improve their performance in achieving their goals, compared to understanding work and innovating. Managers in the Sharia hotel industry need to maintain employee knowledge and even increase knowledge so that the quality of human capital continues to improve. This is by research (Knudsen & Lien, 2023). Strategic human capital often ignores the fact that knowledge depreciates over time, and the rate of this depreciation varies in different contexts. The value of knowledge has a half-life, and many predictions from traditional human capital analysis change as the half-life becomes shorter, so human capital knowledge must continue to be improved. Then the capacity provides second support for human capital, especially to find out potential in carrying out tasks. Management needs to pay attention to employee capacity regarding self-development and speed of adaptation. Another supporter of human capital is skills. Managers need to continue to be given an understanding of technical skills, communication, and time management. In this case, decision-makers must correctly select employees based on education because it influences skills and competencies (Kottaridi et al., 2019). Overall, the human capital of Sharia hotel employees in Bandung already has high capacity, knowledge, and skills in carrying out their work. Management must maintain and provide more training so that quality human capital and services improve.

Leader mindfulness is formed by two indicators, namely essential in the form of personal well-being and work productivity and transformative in the form of relationships and inner growth (Urrila, 2022). Of the two forms, transformative provides higher support than essential. Transformativeness in providing learning opportunities from leaders is highly felt by employees, this is good for continuing to improve self-development (Varis et al., 2023). Transformative leadership mindfulness is also felt by employees in the leader's ability to promote open communication and collaboration among employees, support for carrying out innovative initiatives, and overcoming obstacles experienced by employees. Meanwhile, leader mindfulness in terms of the essentials felt by employees is support in overcoming stress (Zreda et al., 2016), providing facilities for collaboration, attention to employee welfare, and assistance in always focusing on work.

Excellent service is formed by attitude, attention, and action. Of these three forms, excellent service at Bandung Sharia hotels is largely determined by the good attitude that employees always want to show. Employees try to always be friendly when interacting, try to resolve customer complaints, and have a positive attitude with the belief that the positive attitude shown in the waiter will provide a good experience for customers. Then, in terms of action, employees try to always coordinate with the team and be consistent with established service standards. Repeated service standards will form a culture that ultimately influences performance attitudes and productivity (Cherian et al., 2021). Another form of excellent service is attention. Employees always try to act quickly in serving customers, give full attention, and detect customer needs early. Overall, Bandung Sharia Hotel employees have a high level of service to customers and this is to the principles of Islamic Sharia teachings that it is important to have noble character towards others, especially towards customers. This is by the results of research conducted by (Chiang & Birtch, 2010) that good attitudes influence work performance.

Human capital and leader mindfulness

Feedback given by mindfulness leaders is done in a more empathetic and constructive way. Leader mindfulness can encourage employees to share knowledge and experience, which is an important component of organizational human capital (Girdauskien & Savanevi, 2012).

Effective organizational learning can increase collective knowledge and skills within an organization. Therefore, mindful leaders can play an important role in optimizing the use of human capital in organizations (Mezentseva et al., 2023) by creating an environment that supports employee growth, development, and well-being. The combination of awareness-oriented leadership understanding and investment in human capital development can produce positive results for organizations (Editorial, 2020).

Human capital with excellent service

Employees who have the right knowledge and skills can provide efficient and high-quality service to customers (Schneider & Zielke, 2021). Likewise, employee communication and interpersonal skills are an important part of excellent service (Brown et al., 2020). Employees who can interact with customers well, listen well, and answer questions or problems politely can create a positive customer experience (Singh & Kurobuza, 2015).

Human capital also includes leaders and organizational culture (Cherian et al., 2021). Leaders who prioritize customer service and provide clear direction to employees regarding the importance of excellent service can influence the entire organization. Employees will feel motivated and satisfied by providing better service at work. Likewise, effective management in managing and increasing employee satisfaction is part of human capital. Employees will voluntarily deepen their knowledge about the products or services offered to customers to provide accurate answers and effective solutions (Xu & Dang, 2021). Ultimately, employees will be able to solve customer problems quickly and efficiently, thereby increasing customer satisfaction. This includes skills in handling complaints and problems tactfully (Waqi et al., 2014). Good human capital also helps in maintaining consistency in customer service. Employees who consistently provide good service create a positive image of the company in the eyes of customers (Singh & Kurobuza, 2015).

Mindfulness leader with excellent service

Mindfulness leaders better understand and care about the needs, hopes, and potential of employees so that they will improve the quality of service that employees provide (Yang et al., 2023). Mindfulness leaders are open to employee ideas and initiatives. This leader not only sees employees as task executors but also as individuals who have unique contributions (Salah et al., 2023). This leader is conscious of creating a more balanced and sustainable work environment. Try to identify signs of stress or burnout in employees and take steps to reduce them (Zreda et al., 2016). Happier and healthier employees tend to provide better service. Mindfulness leaders often model positive behavior and can set high standards for communication, work ethics, and empathy, which can inspire employees to follow their example in interacting with customers and fellow employees (Mezentseva et al., 2023). Employees are encouraged to listen carefully to customer needs and problems, which can lead to better and more responsive service. Employees become focused and concentrated, this is important in customer service situations that require attention to detail and speed of response.

Based on research results, what determines the best service for Sharia hotel employees in Bandung is the quality of human capital with the highest direct influence on research results (Aman-ullah et al., 2022). Managers need to pay attention to the order of formation for employees of the Sharia Hotel in Bandung, knowledge should be maintained and the formation of skills and capacity needs to be improved. Excellent service also needs to pay attention to leader mindfulness because this is closely related to the highest influence on human capital (Eby et al., 2020). Leader mindfulness can contribute to increasing human capital, and this affects the service provided to customers. Leader mindfulness contributes to excellent service but directly has a lower effect if it is not assisted by the quality of human capital. So the task of the mindfulness leader is to improve the quality of human capital so that it provides a high level of

excellent service impact. This type of leader needs to be developed because it can support a safe and comfortable environment for employees (Mezentseva et al., 2023).

CONCLUSION

Based on the problem formulation, objectives, and discussion, this research can be concluded.

1. Human capital contributes to leader mindfulness. The higher the human capital, the higher the leader's mindfulness.
2. Human capital contributes to excellent service. The higher the human capital, the higher the excellent service.
3. Leader mindfulness contributes to excellent service. The higher the human capital, the higher the excellent service.

The results of this research provide valuable direction for Sharia Hotels in Bandung to improve service quality, develop employee human capital, and achieve excellent service for competitive advantage in the hotel industry.

Suggestion

1. For decision-makers.
Sharia Hotel Management in Bandung can continue to invest in developing human capital to improve quality. Likewise, mindfulness leadership training helps leaders understand how to influence employees and the services provided.
2. For future researchers
The research results that show low indicators are self-development capacity which is associated with human capital investment. Researchers can relate self-development to other variables in human resource theory. Developing leader mindfulness and excellent service variables can be combined with other theories to develop a deeper understanding.

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