KNOWLEDGE MANAGEMENT IN THE HOSPITALITY SECTOR

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In

MANAGEMENT

By

VIVEK ETELVINO RODRIGUES

Under the Guidance of

Dr. PRITA D. MALLYA

GOA BUSINESS SCHOOL
GOA UNIVERSITY
TALEIGAO-GOA.
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DECLARATION

I, Vivek Etelvino Rodrigues, do hereby declare that this dissertation titled **"Knowledge Management in the Hospitality Sector"** is a record of original research work done by me under the supervision of Dr. Prita D. Mallya, at the Research Centre in Management Studies, VVM's Shree Damodar College of Commerce & Economics, Margao-Goa, Goa Business School, Goa University, Goa.

I also declare that this dissertation or any part thereof has not been submitted by me for the award of any Degree, Diploma, Title or Recognition before.

Vivek Etelvino Rodrigues

Place: Goa University
Date: _____

CERTIFICATE

This is to certify that the Ph.D. thesis titled "**Knowledge Management in the Hospitality Sector**" is an original work carried out by Vivek Etelvino Rodrigues under my guidance, at the Research Centre in Management Studies, VVM's Shree Damodar College of Commerce & Economics, Margao- Goa, Goa Business School, Goa University, Goa.

This dissertation or any part thereof has not formed the basis for the award of any Degree, Diploma, Title or Recognition before.

Dr. Prita D. Mallya
Research Guide

Place: Goa University
Date: _____

Dedicated to ....

Shaviv, Chenoa & Sonali.

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Knowledge Management in the Hospitality Sector

By

Vivek Etelvino Rodrigues

Research Guide: Dr. Prita D. Mallya,

Professor and Principal

Research Centre in Management Studies,

VVM's Shree Damodar College of Commerce & Economics, Margao- Goa

Goa Business School, Goa University, Taleigao Goa.

ABSTRACT

Knowledge is an important resource and asset in the modern organisational context. Unlike material assets, which depreciate with use, knowledge assets increase with use. Knowledge breeds new ideas and shared knowledge stays with the giver while it enriches the receiver. The strategic management of organizational knowledge is a key factor in helping organizations to sustain competitive advantage in dynamic, volatile environments. Knowledge Management determines the growth and survival of organisations. Knowledge Management aims at improving organizational capabilities through better use of the organization's individual and collective knowledge resources that include skills, capabilities, experiences, routines and norms, as well as technologies. Knowledge Management helps organizations become more competitive by using new knowledge to reduce costs, increase speed and meet customer needs.

The Hospitality sector could enhance dynamic capabilities and improve business performance when they identify and exploit their organizational knowledge. This study has considered two Knowledge Management Processes, viz. Knowledge Capture and Knowledge Dissemination.

Knowledge Capture and acquisition mechanisms are key strategic organizational resources as they enhance organizational memory and performance. They enhance decision making due to availability of the right knowledge to the right people at the right time. These also enhance staff turnover control through supporting knowledge capture and transfer. Knowledge dissemination is a crucial part of KM and involves the distribution of knowledge to those

who may need it. Development of new products requires not only the continuous generation and acquisition of knowledge, but also its continuous dissemination. Knowledge Dissemination consists of Knowledge Transfer and Knowledge Sharing.

Hospitality sector, a part of the larger Tourism industry is a knowledge-based industry wherein developments in knowledge production, information processing and transfer have implications for the processes and relations to the industry. The main aspects being the change of the structure of transaction costs, increasing importance of networks and impact of the conditions of knowledge transfer on inter-industrial relations.

Knowledge Sharing in an organisation enhances existing organizational business processes, introduces more efficient and effective business processes and removes redundant processes. Hospitality and tourist businesses can greatly improve their performance through Knowledge Sharing.

This study has adopted the Integrative Research Framework proposed by Lee and Choi (2003) for studying Knowledge Management. The Framework used in the present study is based on the Systems Thinking theory (Senge, 1990; Rubenstein-Montano et al., 2001), which provides a conceptual framework for problem-solving by considering problems in their entirety.

The Integrative Research Framework Model employed for this study has four components. These components and their constituents are listed below

1. Knowledge Enablers- consisting of Knowledge Management System and Organisational Culture
2. Knowledge Management Processes- comprising of Knowledge Capture and Knowledge Dissemination
3. Intermediate outcomes- consisting of Guest Satisfaction, Customer Orientation and Efficiency
4. Final Outcome - Organisational Performance

The unit of analysis for the study were the executives with more than a year of experience in the starred hotels of Goa. The data analysis was done by PLS-SEM.

The contributions of this study can be more specifically listed as follows:

- In the hospitality sector, Guest Satisfaction, Customer Orientation and Efficiency serve as the intermediate outcomes of Knowledge Management.

- There was a significant positive influence of Knowledge Management through the intermediate outcomes, Guest Satisfaction, Customer Orientation and Efficiency on the final outcome, Organisational Performance in the hospitality sector.

- The Knowledge Management Enablers, Organisational Culture and Knowledge Management System were linked with Organisational Performance through Knowledge Management Processes and the intermediate outcomes, Guest Satisfaction, Customer Orientation and Efficiency.

- The study has brought out the partial mediation individually of the intermediate outcomes, Guest Satisfaction, Customer Orientation and Efficiency between Knowledge Management Processes and the final outcome, Organisational Performance.

- The study has brought out the parallel mediation of the intermediate outcomes, Guest Satisfaction, Customer Orientation and Efficiency between Knowledge management process, Knowledge Capture and Organisational Performance.

- The study has brought out the serial mediation of the intermediate outcomes, in the sequential order of Efficiency, Customer Orientation and Guest Satisfaction between Knowledge management processes, *viz* Knowledge Capture and Knowledge Dissemination and Organisational Performance.

The theoretical and managerial contributions of the study would be of great help to academicians and the Hospitality sector professionals. The study has provided directions for future research, which could guide future researchers to extend the work in this area of research.

Keywords: Knowledge, Knowledge Management, Hospitality, Knowledge Enablers, Knowledge Management System, Organisational Culture, Guest Satisfaction, Customer Orientation, Efficiency, Organisational Performance.

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ABBREVIATIONS

AVE	Average Variance Extracted
CAGR	Compound Annual Growth Rate
CB-SEM	Covariance based- Structural Equations Modelling
CIP	Communications and Information Processing
CKM	Customer Knowledge Management
FTAs	Foreign Tourist Arrivals
GSDP	Gross State Domestic Product
GSVA	Gross State Value added
HR	Human Resource
HTMT	Heterotrait-Monotrait
ICT	Information and Communication Technology
IFFI	International Film Festival of India
KM	Knowledge Management
KMS	Knowledge Management System
KS	Knowledge Sharing
KT	Knowledge Transfer
NSDP	Net State Domestic Product
OC	Organizational Culture
OTAs	Online travel agents
PLS	Partial Least Squares
PLS–SEM	Structural Equations Modelling using Partial Least Squares
SEM	Structural Equations Modelling
SRMR	Standardized Root Mean Square Residual
VAF	Variance Accounted For
VIF	Variance Inflation Factor
WTTC	World Travel & Tourism Council

CHAPTER 1

INTRODUCTION

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INTRODUCTION

1.1 INTRODUCTION

The Tourism and Hospitality industry is today considered as one of the most promising industries of the global economy. As an aftermath of globalization. The ever-increasing demand for corporate travel and hospitality across the world has closely interwoven the hospitality industry at both the global and the national level. In Goa too, the hospitality industry plays a pivotal role in the tourism revenues of the state. The significant number of foreign tourists' arrivals and the formidable presence of international hotel chains make the hospitality industry all the more significant to the state. Moreover, with the rising standard of living, the present day domestic tourists too have become more sophisticated in their choices and opt for starred hotels at their leisure destinations with an eye on international hospitality standards. Hence, there is an urgent need for the hospitality sector to improve their standards in tune with the increasing demands of the customer. This requires an awareness of the external environment that includes customer needs and competitor strategies and the internal environment consisting of employees and those associated with supporting the employees in providing service. This in turn calls for innovation, updating existing knowledge, acquiring new knowledge and the management of knowledge to be able to achieve the competitive advantage by retaining existing customers and attracting new ones thereby resulting in better Organizational Performance.

Hospitality industry constitutes a vital part of the large travel and tourism industry which in turn is a part of the larger Service Industry (Langvinienė and Daunoravičiūtė, 2015). Services are generally, highly heterogeneous and include a great variety of complex and at times highly innovative activities. In recent times, their importance has been growing steadily as compared to that of tangible goods. Growth and development of the Hospitality and the Travel & Tourism industry are closely interlinked; for when travellers reach their destination, they would need basic amenities like accommodation, food and beverage services and entertainment, all of which are provided by the Hospitality industry (Ibrahem, 2012).

The World Travel & Tourism Council (WTTC) represents the Travel & Tourism sector globally. WTTC works to raise awareness of Travel & Tourism as one of the world's largest economic sectors, supporting one in ten jobs. This sector alone accounts for 330 million jobs worldwide and generates 0.3% of the global GDP. According to the WTTC, in 2019, the Travel & Tourism sector experienced 3.5% growth, outpacing the global economic growth of 2.5% for the ninth consecutive year. Over the past five years, one in every four new jobs has been created by the travel and tourism sector, making it the best partner for governments to generate employment. The causative factors that drive the growth of the hospitality industry have been attributed to an increase in corporate travel coupled with a booming global economy that provides an increased overall per capita income (Hole and Snehal, 2019; www.hospitalityinsights.ehl.edu/hospitalityindustry). Nevertheless, like all other industries, this sector too is riddled with several challenges. These include lack of predictability due to climate change, safety and security issues, unforeseen events like the current COVID19 pandemic, industry consolidations, mergers, acquisitions, strategic alliances, new competition from technological and digital players that have created novel markets to attract new types of customers and oust established firms from niche markets and skilled talent shortage.

1.2 PROGRESSIVE TRENDS IN THE HOSPITALITY INDUSTRY

1. Sustained disruption from online travel agents (OTAs) and digital players

Nowadays the hospitality industry has been subjected to sustained disruption from online travel agents (OTAs) and digital players. Digital travel and tourism platforms have been continuously expanding their global presence by focusing on "brand-agnostic customers" through more relevant content strategies and local offerings (Zsarnoczky, 2018). Similarly, home-rental platforms like Airbnb have proved to be a tough competition for established hotel groups. According to a report by Oxford Economics, Airbnb has alone contributed over $320 million to India's gross domestic product and supported close to 50,000 local jobs in the year 2019. The Indian brand OYO too has changed its operating strategy from the aggregator model to own inventories through the franchisee or lease operation model thereby providing a tough competition to existing established players in the Global Hospitality market. In response, Marriott International launched its 'Homes & Villas by Marriott International', a home-sharing initiative that offers high-end homes at major destinations in the USA, Europe, the Caribbean and Latin America. Google too has been consolidating in

the travel and hospitality industry with its Google Trips interface - which draws from its massive amount of user data and delivers highly relevant information to users across the various stages of their trip planning. Its tools range from Google Assistant to flight and travel data and puts the company in a comfortable position when competing not only with major hotel chains but also with OTAs (www.hospitalityinsights.ehl.edu/hospitality industry). Staying ahead of this increasing competition calls for efficient and effective capture and dissemination of knowledge so as to help decision makers in real time. Knowledge Capture and Dissemination in turn would need enormous data analysis and segregation. Hence a robust Knowledge Management System would be a boon to an organization for ensuring its long term survival.

2. Big Data, Artificial Intelligence and customization in the hospitality industry

A proper understanding of customer needs through the analysis of collected data enables the hospitality industry to offer personalized services to every guest, thus, increasing their likelihood to return. Further, the Internet of Things (IoT) and artificial intelligence (AI) will deliver unprecedented ability to better understand and predict outcomes (Drexler and Lapré, 2019; Mariani, 2020). Such a customer-oriented approach calls for a robust Knowledge Management System with a higher level of sophistication particularly of the IT component to back up the Knowledge Management processes. This is vital to ensure greater Guest Satisfaction and Efficiency in the operations of the hotels resulting in better economic returns.

3. Environmental sustainability in operations

Running hotels in a sustainable manner has become the need of the hour. The hospitality industry is becoming increasingly concerned about environmental protection and has been taking measures to reduce waste generation, recycle food waste, use sustainable energy and control water consumption. The use of ‘ecolabels’ as a means of certification has become a modern-day trend among hospitality sector properties around the world (Pirani and Arafat, 2014). Hotel organizations have now started using the sustainability approach to manage their people, resources and finances (Ahmad, 2015). While there are various strategies being adopted to achieve sustainability across hotel groups, a paradigm shift is becoming more recognizable. This approach calls for an organizational culture oriented towards an awareness of the environmental problems and their mitigation. Knowledge Capture and Dissemination as to the use of resources and measures to reduce consumption and wastage of

resources would not only help environment-oriented sustainability but also increase the efficiency of operations of the hotel organization, thereby providing benefits of better Organizational Performance, both in terms of finance as well as environmental responsibility.

1.3 TOURISM AND HOSPITALITY IN INDIA

Tourism plays an important role as a foreign exchange earner for the country. The services sector accounts for around 55 per cent of total size of the economy and Gross Value Added (GVA) growth of India, two-thirds of total FDI inflow into the country and about 38 per cent of total exports (IBEF, Economic survey of India 2019-20). The share of the services sector alone exceeds 50 per cent of Gross State Value Added in 15 of the states and Union Territories, with this share being more than 80 per cent in Delhi and Chandigarh. The Travel and Tourism industry continues to be a major component of the service sector and is pivotal in providing employment, foreign exchange and economic growth.

Tourism in India accounted for 9.4% of the GDP and was the third largest foreign exchange earner for the country, ranking seventh in terms of total contribution to GDP in the year 2017 (www.ibef.org, Govt. of India). The number of Foreign Tourist Arrivals (FTA's) in India during 2018 increased to 10.56 million as compared to 10.04 million in 2017 exhibiting an 8.8% increase in the growth rate of FTA (Tourism Statistics, 2019, Govt of India). In tune with these statistics the foreign exchange earnings (FEE) from tourism in the year 2018 were US$ 28.59 billion as against US$ 27.31 billion in the previous year, thereby registering a growth of 4.7%. The number of domestic tourist visits within the country also saw a growth rate of 11.9 % in the year 2018. As per the economic survey of India, 2.5% of total FDI to India was in Hotel & Tourism amounting to US $ 859 million for the period April to Sept 2019. On the whole, the Indian Hotels Market revenue for the year 2019 was US$ 23.69 Billion (www.maximizemarketresearch.com). Duly recognizing the growing potential of the tourism sector, the Government of India has launched a number of initiatives to foster its growth and boost the Indian hospitality industry. These include the launch of several branding and marketing initiatives such as 'Incredible India!' and 'Atithi Devo Bhava'; the release of the new 'M' visa category or the 'medical visa' to encourage medical tourism; launching of the 'Incredible India 2.0' campaign and 'Incredible India Mobile App' to assist travellers and to showcase major experiences; the Swadesh Darshan Scheme, etc. (www.researchandmarkets.com).

The hotel market in India is highly fragmented with a large number of unorganized, small, mid- scale and economy segment hotels dominating it. However, with fast paced globalization, reputed international hospitality chains such as Hyatt Hotels Corporation, InterContinental Hotel Groups, Marriott International and Radisson Blu Hotels are expanding rapidly in the Indian market. Indian groups such as Taj, OYO, Oberoi, ITC and The Leela have also been focusing on owning and operating new as well as established hotels. Other major players such as Lemon Tree Hotels, Treebo, Shangri La Hotels & Resorts, The Lalit Hotels, The Park Hotels are also investing substantial finances into the hospitality sector. To stay ahead in this cut-throat competition hotel chains, need to consolidate their knowledge about the market, customer preferences and Guest Satisfaction. An efficient and organized Knowledge Management System would go a long way in enabling hotels to tactically plan and implement market strategies and stay ahead of competitors.

1.4 TOURISM AND HOSPITALITY IN GOA

The Gross State Domestic Product (GSDP) of Goa at current prices increased at a Compound Annual Growth Rate (CAGR) of 11.83 per cent between 2015-16 and 2019-20. Goa's Net State Domestic Product (NSDP) was Rs 706.83 billion (US$ 10.11 billion) in 2018-19 (www.ibef.org). According to the economic survey 2019-2020, Govt of India the services sector contribution for Goa was 38.0% in 2018-19 to GSVA (Gross State Value added), an increase of 8.4% from the previous year (www.ibef.org).

The economic growth of Goa is strongly driven by the performance of its key sectors that include tourism and pharmaceuticals. Goa has a well-developed industrial infrastructure and virtual connectivity. A well-connected network of roadways and railways, an international airport and port infrastructure that can handle commercial operations and berth cruise ships has made it an important corporate as well as a holiday travel destination. The beautiful pristine coastline, serene lush green hinterlands, uniquely diverse culture, rich historical heritage, amalgamated Indo-Gothic architecture and hospitable people have made Goa a much sought-after global tourist destination, earning it the sobriquet 'Pearl of the Orient'. The state is frequented by a large number of domestic and international tourists throughout the year. According to the Tourist Arrival Statistics of the Department of Tourism, Government of Goa, the State received 8064400 tourists in the year 2019. These comprised of 71,27,287 domestic and 9,37,113 foreign tourists as compared to a total of 80,15,400

tourists in the year 2018 (70,81,559 domestic and 9,33,841 foreign tourists). The home rental platform Airbnb has been a significant contributor to Goa's tourism. In the past five years, Airbnb guests spent a total of USD $155.8 million (INR 11 billion) in Goa, of which USD $64.2 million was spent in 2019 alone. This has supported more than 7,500 local jobs in the state (www.oxfordeconomics.com/airbnb)).

The Government of Goa has been taking various initiatives in an attempt to attract more tourists to the state. These include activities like battery operated bi-cycles, Hot-Air Balloon, Scuba diving, Bungee jumping, Hop on Hop off bus service, White-water Rafting, Raj Bhavan Darshan and Motorized Paragliding. To make travel easier, the government has supported the startup GoaMiles taxi App so as to help tourists to avail taxi services. Realizing that the tourism sector can be the goose that lays the golden egg for the economy of the state, a second greenfield international airport with an annual capacity to handle 30 million passengers by phase IV is being developed in Mopa, Goa. This would give a further boost to the Tourism and hospitality sector in the state.

The hospitality sector plays a major role in adding revenue to the State exchequer. The customers of the hospitality sector in the state can be classified into three segments Business travellers, Leisure travellers, Airline Cabin Crew. The most predominant among these are the Leisure travellers who can be again categorized into domestic and international tourists. While domestic tourists frequent the state throughout the year, the majority of the international tourists arrive by charter flights between mid-October to April (charter statistics, Dept. of Tourism, Govt. of Goa) and are linked to starred hotels. The more affluent of the domestic tourists too patronize the starred hotels, more so during the off-season period, when the demand from foreign tourists is less and the prices are comparatively lower. Goa is also a major destination for MICE (Meetings, Incentives, Conference, Events). Owing to its highly rated starred hotels, the state is fast becoming an 'event destination' for corporate events of multinational companies as well as for private functions and wedding ceremonies of several national celebrities and business tycoons. In addition to the above, room demand was further supported by large-scale annual events such as the International Film Festival of India (IFFI) and the Serendipity Arts Festival. Hence, the quality of service provided by the starred hotels will have a direct bearing on the number and quality of travellers visiting the state.

Goa has as many as 63 starred hotels with a total capacity of 5362 rooms as on March 30, 2019 (www.goatourism.gov.in). It has been envisaged that about 3,000 chain affiliated hotels rooms would be added to the hospitality market of the state by the financial year 2023 (www.hospitalitynet.org). These hotels are manned by skilled as well as semi-skilled personnel working in various capacities as decided by their 'potent skill-set'. Consistently providing high service standards of and continuously improving Guest Satisfaction helps ensure better economic returns over a longer period of time. Thus, Knowledge provides a vital asset for sustaining the competitive advantage in organizations and helps them achieve the competitive edge. Therefore, organizations need to capture, inventorise and manage their available knowledge effectively in order to enhance performance and surge ahead in this modern dynamic competitive scenario.

1.5 PROBLEM STATEMENT LEADING TO THIS STUDY

The hospitality sector internationally as well as in India is growing at a fast pace. This sector registered a growth of 13% in 2019 as per Indian Hospitality Review 2019. In Goa too, the hospitality Industry generates a major amount of employment. Currently all major International Hotel chains have their hotels in Goa. The state being a popular tourist destination of the country has ensured a lucrative 71.8% occupancy in 2019 in hotel rooms. According to available literature, Knowledge Management plays a vital role in determining Organizational Performance in the present competitive and dynamic scenario (Kogut and Zander, 1992; Grant, 1996; Spender and Grant, 1996; Teece, 2002; Inkinen 2016). In this respect, there has been a major void in data with regards to Knowledge Management in the hospitality sector.

1.6 GAPS IN LITERATURE LEADING TO THE RESEARCH PROBLEM

(Detailed literature pertaining to the below mentioned gaps has been provided in "Chapter 2- Literature review" Page 58)

Gap 1: Research on knowledge processes is scarce ((Hallin and Marnbug, 2008; Okumus, 2013)

Gap 2: Knowledge Management activities are likely to provide benefits for hotels which in turn can enhance organizational performance (Yiu and Law, 2014; Cronjar and Dlacic, 2014).

Gap 3: Knowledge Management is particularly relevant to hotel chains functioning across

geographical boundaries in terms of their requirement for consistency in quality standards (Subramaniam, 2015).

Gap 4: Within the dynamic knowledge perspective, there is a need to understand more about what promotes and hinders learning before implementation of KMS (Tavassoli and Karlsson, 2016).

Gap 5: In the hospitality industry, there is a need to establish the linkage between Knowledge Management and the overall organizational effectiveness and performance (Yang, 2017).

Gap 6: There is a need to investigate how hotels are adopting KM to enhance customer relationships (Pnevmatikoudi and Stavrinoudis, 2016).

Gap 7: More studies in the hotel industry need to focus on non-financial variables such as Customer Satisfaction to provide better insights into organization's Efficiency (Singh et. al. 2020).

Gap 8: Researchers should identify emerging trends for hospitality and tourism industry and develop holistic models rather than using models developed for general and short-term purposes (Altin et. al. 2018, Sainaghi et. al. 2019).

Gap 9: Future research efforts are required to further investigate the influences of Organizational Culture on Knowledge Management Processes and their link with Organisational Performance (Saifi, 2015; Ahmed et. al. 2016)

1.7 OPERATIONAL DEFINITIONS. (Table 1.1)

The terms and definitions used in this study are listed in the table below.

Table 1.1: Operational Definitions

No.	Construct	Definition
1	**Knowledge Management System**	Comprehensive Information and communication technology platform for helping organisations to capture, store, retrieve and distribute knowledge within an organisation and with other organisations (Maier and Hadrich, 2011)
2	**Organisational Culture**	Shared perceptions of organisational work practices within organisational units that may differ from other organisational areas (Van den Berg and Wilderom, 2004)
3	**Knowledge Capture**	The process of developing new content and replacing existing content within the organization's tacit and explicit knowledge base (Allameh et al., 2011)

4	**Knowledge Dissemination**	The process of knowledge exchange management in the organization for encouraging innovation, increasing the awareness of great past procedures and making users adopt better procedures for their future decision-making (Yang, 2008). It consists of knowledge sharing as well as knowledge transfer.
5	**Customer Orientation**	A set of beliefs that gives priority to the interests and needs of the customers and prefers customers' interests to other stakeholders such as organization owners, managers and employees (Deshpande et al., 1993)
6	**Efficiency**	Refers to "doing things right", a measure of appraising the organization's ability to achieve the output(s) considering the minimum input level (Roghanian et. al., 2012)
7	**Guest Satisfaction**	The psychological concept that involves the feeling of well-being and pleasure that results from obtaining what one hopes for and expects from an appealing product and/or service (WTO, 1985).
8	**Organisational Performance**	It is the actual output or result of an organization as measured against its intended outputs (or goals and objectives) (Chen, 2017).

1.8 RESEARCH QUESTION

The research question framed for the study is "How do Knowledge Management Enablers influence Organizational Performance through Knowledge Management Processes in the Hospitality sector?"

1.8.1 RESEARCH SUB-QUESTIONS:

1. Does Knowledge Management System Influence Knowledge Management processes?
2. Does Organisational Culture Influence Knowledge Management processes?
3. Are the Knowledge Management Processes, Knowledge Capture and Knowledge dissemination related?
4. What is the influence of the Knowledge Management Processes on the intermediate outcomes, Guest Satisfaction, Customer Orientation and Efficiency?
5. What is the influence of the intermediate outcomes, GS, CO and Efficiency on Organisational performance?
6. Do the intermediate outcomes, GS, CO and Efficiency mediate the relationship between Knowledge Capture and Organisational Performance?
7. Do the intermediate outcomes, GS, CO and Efficiency mediate the relationship between Knowledge Dissemination and Organisational Performance?

1.9 THE SIGNIFICANCE OF THE INQUIRY

The hospitality sector has to continuously adapt to sustain the organisations and ensure growth and profitability. Knowledge is one of the important resources that helps the hotels in that objective and achieve a competitive advantage. It has been observed that even in international hotels with well-established Training and Development programs, local and regional factors play a vital role in the way knowledge is managed in organizations and its influence on the final outcome- Organizational Performance. The current study has been carried out to determine the current status of Knowledge Management across the hospitality sector and its influence on Organizational Performance. It seeks to research KM as a complete system with the KM enablers -Knowledge Management System and Organisational Culture; KM processes - Knowledge Capture and Knowledge dissemination; Intermediate outcomes - Guest Satisfaction, Customer Orientation and Efficiency and the final outcome, Organisational Performance in the hospitality sector. This in turn would enable hotels to identify their weakness and bolster performance. It would further enable the organizations to define strategies and stay ahead in the increasingly competitive scenario.

1.10 RESEARCH OBJECTIVES

The objectives of this research are

1. To identify the Knowledge Management Enablers that influence Organizational Performance in the hospitality sector.
2. To determine how Knowledge Management System influences organizational outcomes through Knowledge Management Processes in the hospitality sector.
3. To determine how Organizational Culture influences organizational outcomes through Knowledge Management Processes in Hospitality sector.
4. To identify the intermediate outcomes between Knowledge Management Processes and Organizational Performance in the hospitality sector.

1.11 RESEARCH PLAN

The research process began with a detailed review of literature related to the topic of research. This provided the necessary background for the research project. Due to the multidisciplinary nature of Knowledge Management, the literature search was conducted using available online, international journal databases in order to capture the full range of published academic research in the field. The review of the literature undertaken helped to

understand the current state of Knowledge Management and exposed the potential areas that could be investigated and the paucity of research in Knowledge Management in the Hospitality industry.

In the second stage, a preliminary interview of 6 training managers of 5-star hotels in Goa was conducted in order to determine the status of Knowledge Management in the hospitality sector and its implications on the overall impact on the Hotel Units. The interview inputs along with the background support of literature review was used in identifying the antecedents and outcomes of Knowledge management and developing a model.

In the third stage, existing theories were reviewed to provide the theoretical basis for the research which sort to establish a relationship between the constructs identified. A questionnaire for measurement of the constructs was drawn up based on existing scales. The questionnaire was administered to the executives and higher employees in the management hierarchy of the starred hotels in Goa.

In the fourth stage, the data for the quantitative study was collected by way of questionnaires personally administered to the sample (hotel employee). A total of 490 answered questionnaires with not more than one questionnaire per sample were gathered and used for further analysis. The data collected from the 490 questionnaires was entered using SPSS Version 22. The data analysis was carried using SEM (Structural Equations Modelling) using PLS software. Mediation analysis was also done. The hypotheses were tested and conclusions were drawn based on the results of the statistical analysis.

1.12 ORGANIZATION OF THE THESIS

Chapter 1: Introduction: This chapter includes the background of the study and its significance, statement of the problem, scope of the study, the purpose of the study, research question, research objectives, research plan and the organization of the thesis.

Chapter 2: Literature Review: This chapter presents a review of the relevant literature that provides the theoretical background and basis for the study on Knowledge Management in the hospitality sector and identifies the gaps in research existing at the time of commencement of the study.

Chapter 3: Research Methodology: This chapter presents the research methodology adopted in the study. It contains details of the research design, unit of analysis, sampling, sample size, data collection tools, data collection procedure and data analysis procedure followed.

Chapter 4: Development of Hypotheses and Scale: This chapter presents the operational definitions of the Constructs used in the study, and the hypotheses developed to test the relationships in the proposed models. This chapter also discusses the development of scale items to measure the constructs.

Chapter 5: Data analysis and Findings: This chapter elaborates on the data analysis and the findings of the study. The data has been analysed with the help of

1. Structural Equation Modelling using Partial Least Squares (PLS-SEM), covering measurement and structural models.
2. Mediation Analysis to determine the mediation of the intermediate outcomes between the Knowledge management processes and Organizational Performance.

Chapter 6: Summary and Conclusion: This chapter summarizes the findings of the study, lists the contributions and managerial implications of the study and indicates the scope for future research work in the area.

CHAPTER 2

LITERATURE REVIEW

CHAPTER 2
LITERATURE REVIEW

2.1 INTRODUCTION

This chapter presents a broad review of the literature that provides the necessary background for this research. It includes a review of the literature on Knowledge Management and the factors associated with Knowledge Management to develop an integrated model of Knowledge Management in the Hospitality sector. The chapter also includes a review of the available relevant literature on Knowledge Management Processes, Knowledge Management Enablers, the intermediate outcomes of Knowledge Management and the final outcome, Organisational performance. Due to the multidisciplinary nature of the study, literature from allied disciplines such as Information Technology, Human Resource and Marketing has also been reviewed to develop a better understanding of the research topic.

The chapter is organized in the following sections:

1) Hospitality Sector
2) Antecedents of Knowledge Management which include a Resource based view of the firm, the Knowledge based view of the firm, Perspectives and importance of knowledge.
3) Studies on Knowledge Management and its Processes, Customer Knowledge Management, Knowledge management in the tourism and hospitality sector. This review focuses on the Knowledge Management Processes of Knowledge Capture and Knowledge Dissemination. Knowledge Sharing and Knowledge Transfer, the two parts of Knowledge Dissemination have also been reviewed.
4) Studies on Knowledge Management Enablers with a particular focus on the enablers, Knowledge Management System and Organisational Culture
5) Studies on the intermediate outcomes of Knowledge Management,
   i) Guest Satisfaction,
   ii) Customer Orientation,
   iii) Efficiency
6) Studies on the final outcome, Organisational Performance
7) Gaps in the existing literature

2.2 HOSPITALITY SECTOR

The term 'hospitality' finds its roots in the medieval 'hospice' meaning 'house of rest' for travellers and pilgrims. Hospitality primarily consists of hotels and restaurants with tourism-travel as an affiliated industry (Powers, 1992). King (1995) described hospitality as "involving the provision of food, drink, sleeping accommodation and entertainment, designed to please the guest". Brotherton (1999) described hospitality as a "contemporaneous human exchange which is voluntarily entered into and designed to enhance the mutual well-being of the parties concerned through the provision of accommodation and food or drink". The word 'hospitality' is often used to describe the rather broad field that incorporates lodging, food service, leisure, conventions and travel attraction (Ottenbacher et al., 2009). "In English-speaking countries, educational institutions and industrial organizations employed the term hospitality to define a group of service firms that were related to the provision of food, drink and accommodation" (Lashley, 2000). In general, the hospitality industry constitutes an important component of the tourism industry, but most people relate it to hotels and restaurants (Barrows and Powers, 2006), entertainment, adventure and transportation businesses.

Hospitality is considered to be a special kind of industry, where service plays a critical role. In hospitality, the emphasis on service dimensions can be quite different from other service sectors. Hospitality service has a high proportion of employee–customer interaction that requires emotional offerings, which, in turn, mandates genuinely caring attitudes, emotional connections to guests' comfort and generosity. The key to success in the hospitality industry includes "having knowledge of what would invoke great pleasure and delivering it flawlessly and generously. Inherent in the hospitality, but perhaps not evident is the concern for security for the guest and their possessions". Teng and Chang (2013) defined hospitality as "a combination of tangible and intangible elements that provide food, drink, accommodation and others". This thesis adopts the above definition as proposed by Teng and Chang that takes into account both the tangible and intangible components of the industry.

The following subsection would deal with the antecedents of Knowledge Management and Knowledge before discussing Knowledge Management.

2.3 ANTECEDENTS OF KNOWLEDGE MANAGEMENT

2.3.1 Resource-based view of the firm.

The resource-based view of the firm (Barney, 2001) suggested that "firms obtain competitive advantages by implementing strategies that exploit their internal strengths, through responding to environmental opportunities, while neutralizing external threats and avoiding internal weaknesses". This view perceives that firms possess unique resources and capabilities and that managements seek to maximize value through optimal deployment of the existing resources and capabilities while building resource bases for future sustainable competitive advantages.

2.3.2 Knowledge-based view of the firm.

The knowledge-based view of the firm proposed by Conner and Prahalad (1996) is an outgrowth of the resource-based view of the firm (Grant, 1996) and focuses on knowledge as the firm's strategically most important resource. According to this view, firms have a primary role of integrating the specialist knowledge of individuals into the production of goods and services, while the role of managements is to establish the coordination necessary for this knowledge integration. It looks at production as the conversion of inputs to outputs where the creation, acquisition, storage and deployment of knowledge are the fundamental organizational activities. Drucker (1993) stated that "Knowledge is the key resource for individual firms and the key driver of competitive advantage for developed nations, competing in knowledge-based industries, living with knowledge communities and societies". "Organizations are increasingly competing on the basis of their knowledge and expertise as technology can be replicated fairly quickly" (Davenport and Prusak, 1998). However, people's knowledge cannot be quickly replicated and copied, as knowledge and expertise have to be created and developed individually. It is now accepted that "the productive economic core is being relocated from land, labour, capital and machinery to intellectual resources and that the management of knowledge and information is increasingly crucial in contemporary business organizations" (Depres and Hiltrop, 1995).

In the past, "the returns on investment came predominantly from physical assets like physical products and equipment" (Madhoushi et al., 2010). Today it is globally accepted that, knowledge is an important source of intellectual assets that drives returns on investment (Carneiro, 2000). Kogut and Zander (1992) and Conner and Prahalad (1996) independently proposed 'knowledge' as the basis for the existence of a firm and have thus offered the

knowledge-based view of the firm as an alternate to the transaction-cost view to explain the firm's existence. Therefore, in recent times, knowledge has come to be recognized as a "valuable organizational resource from a strategic perspective" (James, 2004).

2.4 KNOWLEDGE

Definitions of knowledge are primarily based on two different perspectives. While one is the technological perspective, the other attempts to accentuate human intervention in knowledge (Pathirage et al., 2004). The technological perspective is the Information Systems perspective and uses data and information to characterize knowledge.

2.4.1 Data, Information and Knowledge (Information systems perspective of Knowledge).

Kahn and Adams (2001) provided a distinction between data, information and knowledge and states that "data should be viewed as a set of facts", information as "categorized, reviewed and scrutinized data" and knowledge as an "end product of merging information with practice, perspective and expression". This results in approaches and plans that can influence decisions. "Information is defined as structured data whereas data constitutes raw facts gathered from business transactions and activities. Data may be processed and viewed through a specific filter or from information. Knowledge on the other hand is the interpretation of information that is generated when information is placed in context, internalized and evaluated based on a mental model or view of the world" (Parikh, 2001).

A commonly held view, particularly in Information Systems literature, is the one that uses a hierarchy of data, information and knowledge to describe the characteristics of knowledge (Alavi and Leidner, 2001). Rowley (2007) examined the knowledge hierarchy sackoff and found that the associated concepts of data, information, knowledge and wisdom were built upon each other. As such, knowledge was at a higher, more complex level than information itself.

2.4.2 Information and Knowledge (Human Resource Perspective of Knowledge)

The Human Resource Perspective of Knowledge uses information as antecedent to knowledge. Based on this perspective, Wiig (1993) stated that "knowledge is distinguished from information by the addition of truths, beliefs, perspectives and concepts, judgements and expectations, methodologies and know-how". Nonaka (1994) suggested that information

is a flow of messages upon which knowledge is created and organized. Davenport and Prusak (1998) defined knowledge as a "fluid mix of framed experiences, values, contextual information and expert insight that provides a framework for evaluating and incorporating new experiences and information". According to Lee and Yang (2000) "knowledge depends on human action and results from the interaction of insights, judgement and intuition about information, being influenced by the personality, imagination and experience of its holder". Alavi and Leidner (2001) suggested that "knowledge is personalized information possessed in the mind of individuals which may or may not be new, unique, useful or accurate, related to facts, procedures, concepts, interpretations, ideas, observations and judgements." Bollinger and Smith (2001) defined knowledge as a resource that exists within the individual employee and provides organizations with an innovative and competitive edge. Matzler et al. (2011) termed knowledge "an intangible asset that is unique, path dependent, causally ambiguous and hard to imitate or substitute and therefore a potential source of competitive advantage".

Organizations require quality, value, service, innovation and speed in order to keep pace with competitors. According to Lank (1997) "the speed of change, the ferocity of the competitive environment, the shift to service based industry and the developments in information technology make it a critical task to manage knowledge and retain expertise as significant assets relative to a firm's competitive advantage". Zack (1999a) added that "organizations must create, capture, harvest, share and apply their organization's knowledge and expertise to remain competitive".

Polanyi (1966) proposed the classification of knowledge into tacit knowledge and explicit knowledge. Tacit knowledge is "personal, complicated and about physical capabilities, skills, and values that are developed through experience" (Leonard and Sensiper, 1998) while "explicit knowledge can be easily codified and transferred into books, reports and documents" (Lathi, 2000). "Unlike explicit knowledge, tacit knowledge is difficult to formalize, interpret and transfer from one person or group to another" (Shaw and Williams, 2009). It is generally accepted that the success of Knowledge Management is an important tool for gaining competitive advantage and improving performance and depends greatly on dealing with complex tacit knowledge (Musulin et al., 2011).

2.4.5 Importance of Knowledge

"Knowledge is the means with which the poorly organized business environment can become

well organized, with which the complex world becomes manageable and with which unclear items can be interpreted" (uit Beijerse, 2000). Business organizations are coming to view knowledge as their most valuable and strategic resource, and bringing that knowledge to bear on problems and opportunities as their most important capability (Zack, 1999a)**.** In today's volatile competitive environment, the continuous exchange of internal and external knowledge throughout the firm is a necessity for survival and success (Parikh, 2001).

The knowledge advantage is sustainable because it generates increasing returns and continuing advantages. Unlike material assets, which decrease as they are used, knowledge assets increase with use: Ideas breed new ideas, and shared knowledge stays with the giver while it enriches the receiver. The potential for new ideas arising from the stock of knowledge in any firm is practically limitless particularly if the people in the firm are given opportunities to think, to learn, and to talk with one another (Davenport et. al., 2003). "Sustainability may also come from an organization already knowing something that uniquely complements newly acquired knowledge, providing an opportunity for knowledge synergy not available to its competitors. New knowledge is integrated with existing knowledge to develop unique insights and create even more valuable knowledge" (Zack, 1999a).

"Organizational knowledge receives high attention within organizations as it is the basis for all decisions and organizational activities" (Maier, 2007). "Organizational knowledge is a key ingredient for producing new revenue as it enables the creation of new products and services. Without it, organizations quickly lose established capabilities, customers, and cash flow" (Tryon, 2012). In the hospitality context, as customers become more experienced at finding the best deals for hotels, restaurants, travel agencies, and tourist destinations, hospitality and tourism organizations face increasingly intense worldwide competition. Considering the severe competition and the nature of the industry, employees and managers have to acquire more knowledge, in order to consistently provide the best deals and service to customers (Hallin and Marnburg, 2008).

The following subsection deals with Knowledge Management, Customer Knowledge Management has been discussed as it is related to the intermediate outcomes of the study, Guest Satisfaction, Customer Orientation and Efficiency. Subsequently, the status of Knowledge Management in the Hospitality and Tourism Industry has been reviewed.

2.5 KNOWLEDGE MANAGEMENT

There is no single universally accepted definition of Knowledge Management (KM); definitions depend upon researchers, their experience, background and interest (Frappaolo and Koulopoulos, 2000; Parikh, 2001). Wiig (1993) defined KM as "fundamentally the management of corporate knowledge and intellectual assets that can improve a range of organizational performance characteristics and add value by enabling an enterprise to act intelligently". Hibbard (1997) considered KM as "the process of capturing a collective expertise of the organization wherever it resides: in databases, on paper, or in the heads of people and distributing it to wherever it can help produce the biggest pay off". Newman (1991) described KM as a "collection of processes that governs the creation, dissemination and utilization of knowledge". According to Miller (1999), KM involved "capturing a firm's stock of expertise through creation, collection, storage and application". Alavi and Leidner (2001) defined KM as "the systematic process of acquiring, organizing and communicating the knowledge of organizational members so that others can make use of it to be more efficient and productive". According to Bollinger and Smith (2001), "knowledge management is a mechanism for capturing and disseminating the knowledge that exists within the organization". Yang and Wan, (2004) stated that KM is "the process of collecting and identifying useful information (i.e. knowledge acquisition), transferring tacit knowledge to explicit knowledge (i.e. knowledge creation or transfer), storing the knowledge in the repository (i.e. organizational memory), disseminating it through the whole organization (i.e. knowledge sharing), enabling employees to easily retrieve it (i.e. knowledge retrieval) and exploiting and usefully applying knowledge (i.e. knowledge leverage)". Alavi et al. (2005) described KM as "a systemic and organizationally specified process for acquiring, organizing and communicating both tacit and explicit knowledge of employees that other employees may make use of to be more effective and productive in their work". Du Plessis (2007) defined KM as "a planned, structured approach to manage the creation, sharing, harvesting and leveraging of knowledge as an organizational asset, to enhance a company's ability, speed and effectiveness in delivering products or services for the benefit of clients, in line with its business strategy".

Probst et al. (2000) emphasized that "managing knowledge requires to identify, acquire, develop, distribute, utilize and store knowledge which is meaningful to the organization". The objectives of KM initiatives are to "enable an enterprise to act as intelligently as possible in securing its viability and overall success and to otherwise realize the best value from its

knowledge assets" (Wiig, 1997). Ruggles (1998) suggested that generation of new knowledge is the key attribute of KM. KM "aims at improving organizational capabilities through better use of the organization's individual and collective knowledge resources that include skills, capabilities, experiences, routines and norms, as well as technologies" (Probst, 1998). Kankanhalli et al. (2005) pointed out that "the strategic management of organizational knowledge is a key factor in helping organizations to sustain competitive advantage in volatile environments". "Knowledge management will help organizations become more competitive by using new knowledge to reduce costs, increase speed and meet customer needs" (Grayson and O'Dell, 1998).

2.5.1 Customer Knowledge Management (CKM)

Researchers and academicians have proposed several definitions of customer knowledge over the years. Gibbert et al. (2002) explained customer knowledge as 'Knowledge from customers' while Campbell (2003) called it structured information about customers. Rowley (2004) suggested that customer knowledge is the knowledge about the customer rather than knowledge gathered from the customer. Customer knowledge has been recognized as a key strategic resource in a company's success. "Knowledge about customers, markets and other relevant factors of influence allows faster utilization of opportunities and more flexible reaction to threats" (Gebert et al., 2002). Garcia-Murillo and Annabi (2002) listed the benefits of customer knowledge as 1. product improvement 2. customer service improvement 3. customer satisfaction 4. increased sales 5. improved customer retention 6. information about new customer knowledge needs and 7. firm acquisition of knowledge specific to customer. Darroch and McNaughton (2003) acknowledged that "customer knowledge is a resource that can improve innovation; sense emerging market opportunities and support the management of long-term customer relationships".

"Customer knowledge management is a potentially powerful competitive tool, contributing to improved success of both companies and their customers. Although it incorporates principles of KM and customer relationship management, it moves decisively beyond both to a higher level of mutual value creation and performance" (Gibbert et al., 2002). The study proposed the CKM model to differentiate between four knowledge aspects:

1. Content - knowledge that has to be separated from individuals and codified.
2. Competence - the understanding of customer knowledge required by employees to enable the accomplishment of tasks dealing with customers in different business

processes.

3. Collaboration - the knowledge that only exists in groups and focuses on providing support to customer knowledge.
4. Composition - the intra-organizational incorporation and cost-effective distribution of customer knowledge.

Garcia-Murillo and Annabi (2002) attributed the following characteristics to CKM, "1. It is bidirectional between customers and employees 2. Customer experiences are the source of information 3. It has an objective of gathering customer ideas, identifying service improvement areas and development of new products 4. It entrusts the employees with the role of gathering knowledge from conversations with the customers". Gebert et al., (2003) stated that CKM "consists of three main flows: 1. knowledge from customers- the information about products, competitors and markets, acquired from customers to understand the external environment., 2. knowledge about customers- that includes looking into customers backgrounds, transaction histories, customer motivations and wants, etc. which help firms deduce customers requirements and 3.knowledge for customers- the total knowledge that a firm provides for customers to help them, satisfy their knowledge needs and promote the level of their knowledge. This knowledge is explicit in nature and has a relationship with customer's perception of service quality". Smith and McKeen, (2005) suggested that "knowledge from customers helps develop new ideas and continuously improve products/services thereby providing long-term benefits; knowledge about customers improves effectiveness and thus creates short-term value; and knowledge for customers improves customers' experience and information creating short-term value".

CKM has for long been viewed as an "ongoing process of generating, disseminating and using customer knowledge within an organization and with its customers and can be considered to be a crucial domain of Knowledge Management wherein Knowledge Management instruments and procedures are applied to support the exchange of customer knowledge both intrinsically and extrinsically. Here customer knowledge is used to manage customer relationships, to improve customer relationship management processes such as customer service, customer retention and relationship profitability" (Rollins and Halinen, 2005).

2.5.2 Knowledge Management in the Hospitality and Tourism Industry

Cooper (2006) stated that most successful organisations use the KM approach to retain

employees and enhance customer satisfaction. “In the light of dynamic changes in the global scenario, individual companies and the entire hospitality sector is facing serious problems owing to increasing operating uncertainty, changing customer preferences, shorter service product life cycles and complicated intrusive constraints” (Scott and Laws, 2006). Knowledge Management can serve as an important tool to combat these problems particularly in the hospitality sector. Bouncken (2002) stated that “by acquiring, sharing and transferring the required knowledge, knowledge management leads employees to be creative, ultimately leading organizations to gain a competitive advantage”. She further states that KM “helps to identify, generate, accumulate, save, retrieve and distribute knowledge that ultimately contributes towards improving company-wide service quality”. Medlik (1990) observed that “improving an employee’s knowledge about customers preferences and the corresponding service procedures is becoming increasingly important in hotels”. “When hospitality businesses identify and exploit their organizational knowledge, they should observe enhanced dynamic capabilities and improved business performance” (Sainaghi, 2010).

The following subsection deals with the Knowledge Management Processes of the study, Knowledge Capture and Knowledge Dissemination.

2.5.3 KNOWLEDGE CAPTURE

Hansen et al. (1999) defined Knowledge Capture as “knowledge extracted from the person who developed it; thereafter made independent of that person and reused for various purposes”. Lawson (2003) defined Knowledge Capture as “the process in which new knowledge is identified as relevant and valuable to current and future needs and represented such that it can be easily assessed, extracted and shared”. Zamir and Park (2017) stated that “Knowledge capture is the ability of the organization to ensure that knowledge available is stored for future reference in either databases or manuals”. Wang and Ahmed (2005) used the term Knowledge acquisition as a synonym for Knowledge Capture. Knowledge Capture is in a broader sense linked to other knowledge processes like Knowledge Identification and Knowledge Storage. Owing to its interlinked nature, many a time Knowledge Capture is studied collectively together with the other knowledge processes.

DeLong (2004) stated that "knowledge capture is a phase in knowledge retention that involves collecting and organizing critical documentation enabled by information technology". This technology perspective of Knowledge Capture was further emphasized by Desouza (2008), by stating that "knowledge gathered must be codified in a machine-readable format from explicit paper-based knowledge to explicit electronic documents". However, Kostas (2008) offered a people-centred approach describing Knowledge Identification and Capture as "identifying the critical competencies, types of knowledge and the right individuals who have the necessary expertise that should be captured". For the purpose of this study, Knowledge Capture is considered to be the "process of developing new content and replacing existing content within the organization's tacit and explicit knowledge base" (Allameh et al., 2011). This would involve first identifying the 'new' knowledge required and importing it into the organization, in an attempt to either discard or update the existing 'old' knowledge. Thereafter the knowledge would be stored by the organization such that it can be easily assessed, extracted, used and shared.

The primary purpose of Knowledge Capture is to transform tacit knowledge into storable explicit knowledge. Memory constitutes a vital aspect of Knowledge Capture. Wegner (1986) identified two types of memory- (a) the human or internal memory, wherein knowledge is held in an individual team member's mind and (b) the technological or external memory, wherein the knowledge may reside in other team members, or may be contained in storage devices such as documents and computer files or databases such that it can be retrieved when needed. "Organizations are aware of the competitive advantage in capturing an individual's tacit knowledge into well-structured explicit knowledge to be reused. Different technological tools such as applications based on advanced databases, the internet, groupware technologies, are developed to support this transmission process" (Neve, 2003). "Relevant information technologies for capturing knowledge include traditional database systems, data warehouses, and document management applications. Those information applications provide centralized repositories of knowledge, operational processes, expertise or know-how generated by individuals or groups" (Lee and Hong, 2002). Therefore, Knowledge Capture which includes "the processes for selecting, storing and regularly updating knowledge of potential future value must be carefully structured. If this is not done, valuable expertise may be simply thrown away" (Büchel and Probst, 2000).

"Knowledge capture and acquisition mechanisms are said to be key strategic organizational resources as they enhance organizational memory and performance. Knowledge capture and acquisition mechanisms, including recruitment, training and development, brainstorming by subject matter experts, ensure the acquisition and generation of innovative ideas and serve as tools to replace knowledge loss and speed up processes of knowledge acquisition for new employees" (Wamundila and Ngulube, 2011). "Knowledge capture and acquisition mechanisms enhance decision making due to availability of the right knowledge to the right people at the right time. These also enhance staff turnover control through supporting knowledge capture and transfer" (Aming'a, 2015). Jackson (2010) stressed the importance of Knowledge Capture from experts particularly when the knowledge is valuable, scarce or threatened. "To survive in hyper-competitive market environments, retailers have been introducing new marketing paradigms such as- relational marketing, one-to-one marketing, enterprises marketing automation and database marketing. These marketing concepts can hardly be implemented without using a data warehouse containing various customer data" (Lee and Hong, 2002).

"Knowledge capture and knowledge sharing have evolved by building on shared values, norms, accepted practices or perceptions of the employees within an organization and can be treated as a knowledge-centric culture which moulds individual behaviour" (Trivellas et al., 2015)**. "**The intended use of the knowledge thus captured will significantly affect the level and extent of material necessary to acquire truly useful information or 'knowledge' and describe the limit of its applicability" **(**Hicks et al., 2002). There is a need for managements of organizations to adopt Knowledge Capture and Sharing techniques, practices and nurture Knowledge Management culture through appropriate mechanisms and technologies to improve employees learning quest and adaptability. Companies can capture required information both from inside and outside the organization (Wiig, 1999). Companies capture the intrinsic knowledge that exists with workers within the organization and can outsource or purchase essential information existing outside the organization" (Bergeron, 2003). Companies may capture the needed information from their customers, suppliers or competitors through strategic alliances (Fink and Ploder, 2011), books, software, academic publications, research reports and video conferences (Bratianu, 2011). Companies can also utilize structured interviews, talk loud analysis, protocols, questionnaires, observations and simulations to capture the required information (Dalkir, 2005). Bouncken (2002) stated that

in a hospitality enterprise, knowledge acquisition concentrated on the retrieval of external knowledge from customers, external experts, tourist offices, etc. often enhances the assimilation of previously missed information. Baytok et al. (2014) suggested that in the hospitality business, knowledge is also captured by service practice, service research and distribution of knowledge among hotel employees. Customer expectations in the hotel industry are continuously on the rise and hotels need to upgrade continuously to meet these expectations, maintain the level of customer satisfaction and loyalty and enhance service quality. To meet these increasing challenges, it is pertinent for hospitality organizations to transform individual knowledge into an intellectual asset for the company (Shamim et al., 2017).

2.5.3.a Strategies For Knowledge Capture And Retention

Codification and personalization are the two most widely used strategies for knowledge capture and storage (Hansen et al., 1999). Codification involves the processes of acquiring knowledge from a person, coding, storing and reusing it when needed. In this way, the knowledge is available to many people simultaneously, such as records in a database. "Personalization is a social approach where communication between persons occurs and becomes more effective through networks or communities, such as a discussion forum" (Desouza, 2008). Primarily, it involves direct interpersonal contacts**.** Misuraca (2013) stated that KM "evolves as new factors are introduced. Knowledge (both tacit and explicit) must be captured through internalization and externalization methods and shared through socialization and exchange. Since organizations need to become smarter and faster, intellectual capital is the means for transferring the knowledge to 'knowledge workers'. The information is captured and transferred so that relevant data is transmitted from one individual to another". Knowledge Capture is of no use if the Knowledge is not disseminated throughout the organisation. The following subsection discusses Knowledge Dissemination.

2.5.4 KNOWLEDGE DISSEMINATION.

Knowledge Management literature has not been very precise about the definition of Knowledge Dissemination. Often, 'Knowledge Dissemination' has been used in place of Knowledge Sharing or Knowledge Transfer. Lawson (2003) defined Knowledge Dissemination as "knowledge that is personalized and distributed in a useful format to meet the specific needs of users. The knowledge is articulated in a common language using tools

that are understood by all users". Dissemination has been described as the delivery and receipt of a message involving the engagement of an individual in the process or the transfer of a process/product (Rodrigues and Mallya, 2019). Dissemination serves three broadly different purposes: awareness, understanding, and action. Effective dissemination of knowledge requires that the process satisfies all these three aspects with the ultimate objective of utilization of the knowledge. Yang (2008), suggested that the process of Knowledge Dissemination or Exchange in an organization is responsible for increasing awareness of useful past procedures, encouraging innovation and improving decision-making from a futuristic perspective.

Knowledge Exchange could happen in two ways- Knowledge Sharing and Knowledge Transfer. Buchel and Probst (2000) used the term Knowledge Distribution instead of Knowledge Dissemination and interpreted it "as a process of sharing and spreading knowledge already present within the organization"**.** Knowledge Dissemination is a crucial part of KM and involves the distribution of knowledge to those who may need it. In the modern scenario, Knowledge Dissemination has been modified to also mean the distribution of knowledge only to those who are authorised or entitled to it. The overarching term 'Knowledge Dissemination' consists of the commonly used terms, i.e. 'Knowledge Transfer' (KT) and 'Knowledge Sharing' (KS) (Paulin, 2013; Rodrigues and Mallya, 2019).

Development of new products requires not only the continuous generation and acquisition of knowledge, but also its continuous dissemination, which in turn depends upon the degree of participation of the personnel in the process. Song et al. (2001) suggested that "new product development is a complex and multifunctional process that requires cross-functional input and effective coordination among specialized functional areas". Knowledge Dissemination can occur both formally through Intranet and other knowledge-sharing platforms and informally through informal discussions (Salojärvi et al., 2013). A study by Song et al. (2001) indicated that "individual commitment to the firm, a long-term perspective on R&D, organizational crises and the availability of lead user and supplier networks facilitate knowledge dissemination". As mentioned earlier, Knowledge Dissemination consists of Knowledge Transfer and Knowledge Sharing, The following subsection discusses the two components.

2.5.4.a Knowledge Transfer (KT)

Szulanski (1996) defined KT as "dynamic exchanges of knowledge between a source and, a recipient in which the identity of the recipient matters". Argote and Ingram (2000) defined KT in organizations as "the process through which one unit (group, department or division) is affected by the experience of another". This definition is similar to definitions of transfer at the individual level of analysis in cognitive psychology. Although KT in organizations involves transfer at the individual level, the problem of knowledge transfer in organizations transcends the individual level to include transfer at higher levels of analysis, such as the group, product line, department or division.

Szulanski and Cappetta (2003) defined KT as "the exchange of knowledge (how to do work, skills and technical information) from one person or position to another". Schwartz (2006) described "knowledge transfer as the focused, unidirectional communication of knowledge between individuals, groups, or organizations such that the recipient of knowledge (a) possesses a cognitive understanding (b) is able to apply the knowledge (c) applies the knowledge." Ajith Kumar and Ganesh (2009) describe KT as ''a process of exchange of explicit or tacit knowledge between two agents, during which one agent purposefully receives and uses the knowledge provided by another. 'Agent' can refer to an individual, a team, an organizational unit, the organization itself or a cluster of organizations. The exchange process involves two complementary acts: the act of giving or delivering knowledge by one agent (the source), complemented by the act of receiving and using knowledge by another (the recipient). Without either, the process of transfer is incomplete". Wang and Noe (2010) stated that "knowledge transfer involves the 'sharing' of knowledge by the knowledge source and the acquisition and application of knowledge by the recipient".

According to McInerney (2002), KT is a "process in which information and skills are exchanged between individuals systematically". "Knowledge transfer, as it has been formally studied, reflects intended unidirectional exchange, as when an enterprise resource planning (ERP) systems consultant transfers implementation knowledge to a potential user of a system, or when a franchisor's training team transfers knowledge about how to operate a franchise to a franchisee's team" (King, 2011). Such knowledge transfers have a focus and a clearly identified objective for a clearly defined source and a recipient.

"Knowledge transfer affects an individual or department through the experience of other people or sectors" (Argote and Ingram, 2000). However, knowledge in an organization will get transferred whether or not it is managed. Properly targeting knowledge transfer will ensure optimum benefit that the knowledge can offer" (Davenport and Prusak, 1998). Kahle (2002) observed that the "tourism industry is a knowledge-based industry wherein developments in knowledge production, information processing and transfer have implications for the processes and relations to the industry. The main aspects being the change of the structure of transaction costs, increasing importance of networks and impact of the conditions of knowledge transfer on inter-industrial relations". Thus, it can be inferred that KT is unidirectional.

2.5.4.b Knowledge Sharing (KS)

KS has been identified as a major focus area for knowledge management. Davenport and Prusak (1998) described KS as a process of knowledge exchange between individuals and groups. Connelly and Kelloway (2003) called it "a set of behaviours that involves the exchange of information to others". Van den Hooff and de Ridder (2004) defined KS as "the process by which individuals mutually exchange their tacit and explicit knowledge and jointly create new knowledge". Cummings (2004) described KS as "the provision of task information and know-how to help others and to collaborate with others to solve problems, develop new ideas, or implement policies or procedures"**.** Schwartz (2006) stated that KS is "the exchange of knowledge between and among individuals and within and among teams, organizational units and organizations, that may be focused or unfocused". Yiu and Law (2014) considered KS as an activity by which knowledge in the form of information, skills or expertise, is exchanged between members of an organization.

KS is said to be "a people-to-people process" (Ryu et al., 2003) where individuals mutually exchange their knowledge (Savolainen, 2017). It occurs when an individual is willing to assist and also learn from others, the development of new competencies. "Knowledge interflow among individuals enables them to enhance their competency and to mutually generate new knowledge for the benefit of both individual and organization" (Sveiby, 2001). Knowledge in turn could increase its value when it is shared with, or transferred to others. Thus, it is considered a two-way process that consists of both, the supply of new knowledge and demand for it. "Knowledge sharing activities help communities of people work together,

facilitate exchange, enable learning-oriented capabilities and increase their ability to achieve individual and organizational goals" (Dyer and Nobeoka, 2000). KS at an organizational level enhances "existing organizational business processes, introduces more efficient and effective business processes and removes redundant processes" (Bhojaraju, 2005). It positively relates to production cost reductions, faster completion of product development projects, better team performance, viable innovation, better firm performance leading to sales growth and revenue from new products and services (Cummings, 2004). Thus, enabling KS among individuals in organizations is fundamental to innovation and organizational success.

Behavioural variables at the individual level play an important role in KS in organizations. Behavioural variables in turn are dependent on different variables at the levels of individual group that include team members, communication, power, leadership, etc. and at the organizational level that includes structure, culture, technology, etc. KS seeks to link the individual level where the knowledge actually resides, with the organizational level where the knowledge is applied and attains value. A consideration of relationships among the variables and their prioritization would help KS and its diffusion in organizations. Yang (2004) concluded that KS among managers and employees in the hotel industry can enhance the delivery of customer service. "If hospitality and tourism businesses clearly understand how knowledge is best shared (and how much of it may be shared), they can greatly improve their performance through knowledge sharing. This includes fostering in all its employees an understanding of the company's goals, which include the serving of guests as well as continual innovation through knowledge sharing and knowledge management" (Hu et al., 2009)**.** Yang (2009) in an exhaustive study on the KS media preferred by individuals in Taiwan inferred that the most popular approach used to share knowledge was the medium of conversation. The study suggested "it could be helpful for top management staff who shared operational knowledge, to put more effort into sharing strategic knowledge for the creation of future competitive advantage, rather than engaging in daily routines, i.e. a more strategic focus for the whole hotel would improve long-term success". Thus, it can be inferred that KS is bidirectional. The following subsection discusses Knowledge Management Enablers, Knowledge Management System and Organisational Culture, which facilitate and strengthen KM in Organisations.

2.6 KNOWLEDGE MANAGEMENT ENABLERS

KM Enablers are the critical factors that support KM concepts in practice in order to achieve KM effectiveness. Nonaka and Takeuchi (1995) stated that Knowledge Enablers are the enabling conditions for creation of organizational knowledge. Anderson (1998) defined KM Enablers as “the organizational factors that foster the development of knowledge through a typical knowledge management process". Davenport and Prusak (1998) referred to Knowledge Enablers as conditions that contribute to organizational effectiveness by enabling knowledge projects. According to Ichijo et al. (1998) “Knowledge management enablers are the mechanism for the organization to develop its knowledge and also stimulate the creation of knowledge within the organization as well as the sharing and protection of it. They are also the necessary building blocks in the improvement of the effectiveness of activities for knowledge management”. Yeh et al. (2006) described KM Enablers as the key factors that determine the effectiveness of the execution of Knowledge Management in an organization. “Knowledge enablers such as information technology, trust, organizational learning and top management support, when aligned and integrated, can provide a comprehensive foundation to support knowledge management” (Alavi et al., 2005). “Knowledge management closely connects the current operational status between members and information technology in an organization thereby making the knowledge management enabler play a vital role” (Ho, 2009). Therefore, Knowledge Management Enablers not only generate knowledge in an organization by stimulating the Knowledge Creation, but also motivate members to share their knowledge and experiences thereby allowing organizational knowledge to grow both concurrently and systematically (Stonehouse and Pemberton, 1999).

The following subsection discusses the Knowledge Management Enablers of the study, Knowledge Management System and Organisational Culture.

2.6.1 KNOWLEDGE MANAGEMENT SYSTEM (KMS)

Knowledge is of limited value if it is not shared. Knowledge and expertise existing in organizations generate more value when they are rapidly applied, emphasizing mainly the role of expertise transfer. Towards the end of the century companies began to implement information systems designed specifically to facilitate the generation, integration, sharing and dissemination of organizational knowledge (Alavi, 1997; Sensiper, 1997). Such systems

are now referred to as Knowledge Management System (Benbya et al., 2004). Khalifa et al. (2008) described KMS as specific information systems that focus on organizational knowledge resources and processes. Šajeva (2010) calls KMS the information and communication technologies used for the purpose of knowledge.

Stein and Zwass (1995) stated that an organizational memory information system consists of the processes and IT components necessary to capture, store, and apply earlier created knowledge on making current decisions. Alavi and Leidner (2001) suggested that "consistent with the interest in organizational knowledge and knowledge management, Information System researchers have begun promoting a class of information systems, referred to as Knowledge Management Systems". Benbya and Belbaly (2005) also attributed the evolution of KMS to the use of IT-based systems to support management of organizational knowledge, often considered essential for effective use of a firm's resources. Based on the IT concept, Maier (2002) suggested that KMS is an "Information and Communication Technology (ICT) system that supports the functions of knowledge creation, construction, identification, capturing, acquisition, selection, valuation, organization, linking, structuring, formalization, visualization, distribution, retention, maintenance, refinement, evolution, accessing, search, and application". Taking the IT concept to a higher level, King (2007) stated that KMS are "applications of the organizational computer-based Communications and Information Processing (CIP) systems to support specific knowledge management processes that are typically not technologically distinct from the organisational CIP systems, but involve databases, such as 'lessons learned' repositories and directories and networks, such as those designed to facilitate communities of practice. Knowledge Management Systems support a wide variety of knowledge management activities and processes". Jennex and Olfman (2006) incorporated the organizational memory information system and added strategy and service components to the KMS. "Knowledge Management Systems primarily leverage codified knowledge, aid communication or inference used to interpret situations and generate activities, behaviour and solutions. Knowledge management systems combine and integrate services e.g., for the publication, organization, visualization, distribution, search and retrieval of explicit knowledge as well as identification of skills and experts, communication and collaboration in order to support the handling of implicit knowledge" (Maier, 2007).

KMS has also been defined as "a line of systems which target professional and managerial

activities by focusing on creating, gathering, organizing and disseminating an organization's 'knowledge' as opposed to 'information' or 'data'" (Becerra-Fernandez, 2000). Damodaran and Olphert (2000) perceived KMS as "information systems facilitating organizational learning by capturing important content and process knowledge and making it available to employees when required". Alavi and Leidner (2001) considered KMS as an "a class of information systems applied to managing organizational knowledge". Jennex (2005) stated that KMS is a "system created to facilitate the capture, storage, retrieval, transfer and reuse of knowledge. The perception of KM and KMS is that they holistically combine organizational and technical solutions to achieve the goals of knowledge retention and reuse, to ultimately improve organizational and individual decision making". Maier (2007) described KMS as an "ICT system that combines and integrates functions for the contextualized handling of both, explicit and tacit knowledge, throughout the organization or that part of the organization that is targeted by a knowledge management initiative".

"Knowledge Management System is defined as a comprehensive ICT platform for collaboration and knowledge sharing with advanced services that are contextualized, integrated on the basis of a shared ontology and personalized for participants networked in communities" (Maier and Hadrich, 2011). According to Dimitrios et al. (2018), "Knowledge Management Systems are systems that allow employees to have direct access to the organization's knowledge base, information resources and solutions through which the knowledge management process, experiences, ideas and incidents that facilitate people or entire organizations are created, recorded, organized, identified and distributed".

"Knowledge Management System has been developed to support and enhance knowledge-intensive processes, tasks and projects" (Jennex and Olfman, 2003). These include knowledge creation, construction, identification, capturing, acquisition, selection, valuation, organization, linking, structuring, formalization, visualization, transfer, distribution, retention, maintenance, refinement, revision, evolution, accessing, retrieval and application together constituting the knowledge life cycle (Davenport et al., 1996). "The strategy of utilizing a Knowledge Management System to capture and distribute knowledge often requires that individuals contribute their knowledge to a system instead of keeping it to themselves or sharing it directly with known others only through conversations or written personal exchanges" (King and Marks, 2008). KMS therefore provides a seamless channel for "the

flow of explicit knowledge through a refinement process" (Zack, 1999b) as well as a "thinking forum containing interpretations, half-formed judgements, ideas and further insights that could facilitate collaborative thinking" (McDermott, 1999). "As hospitality businesses encounter tremendous amounts of data on a daily basis, they use "various IT tools, such as intranet, data warehouse, and expert systems, so that their tacit and explicit knowledge is coded, stored, integrated, interpreted, and shared" (Tseng, 2008). IT tools and applications can be widely used in hospitality organizations and can help reduce cost, improve service quality, offer memorable experiences, increase revenues and produce faster innovation" (Bilgihan et al., 2011**).** Data mining can help organizations find and use valuable information from databases, particularly when applied to the customer relationship management and human resource management fields.

Nevo and Chan (2007) pointed out that organizations should create a KMS as a support for their Knowledge Management processes rather than as a stand-alone application. According to Desouza et al. (2006) also, KMS "may be treated as a technological solution that supports knowledge management efforts and must be aligned with employees' knowledge needs, delivering the right answers to problems and puzzles when required". "An understanding of how to successfully adopt a knowledge management system remains a high priority, especially since managements are making large efforts towards KM initiatives" (Jennex and Olfman, 2006). Sources of organizational knowledge can be both internal and external. The major internal sources include business processes, databases and employees. The external sources consist of inter-organizational processes, customers, business partners, market and competitive intelligence. KMS includes a variety of applications to capture, manage and leverage knowledge associated with these diverse sources (Liao, 2003; Feng et al., 2005).

Harris (1996) observed that using KMS "accrues high benefits as they improve decision making, innovation and productivity; provide organizations flexibility and provide an ability to a quicker response to market scenarios". Tseng (2008) emphasized the urgent need for companies to build KMS, as the value of knowledge assets has been greatly enhanced with the IT revolution and advancements of the Internet. In recent times, most successful companies are creating KMS to manage organizational learning and business know-how**.**

KMS plays an important role in a firm's ability to effectively apply the existing knowledge

as well as create new knowledge. KMS supports the "discovery, capture, sharing and application of organizational knowledge" (Becerra-Fernandez et al., 2004) with an ultimate aim "to support the dynamics of organizational learning and effectiveness" (Maier, 2007). Benbya and Belbaly (2005) noted that KMS "fosters the systematic identification of central knowledge and expertise, encourage converting knowledge into manifest forms (e.g. explicit knowledge) and make information accessible to others in the firm for local use in terms of knowledge reuse and as input for knowledge development". An effective KMS "helps managements to maximize organizational knowledge resources by continuously creating, accumulating and sharing them" (Desouza et al., 2006). According to Gronau (2002), KMS delivers tools for "easy input of information in different ways like adding new information by members of the organization, automatic inspection of electronic documents and e-mail or by indexation of external contents that include data bases, CD-ROM, etc."

It must be underlined that the most important advantage of KMS is its speed. "An additional goal of a Knowledge Management System is to provide relevant information at anytime and anywhere to help members of the organization to solve problems related to their tasks" (Gronau, 2002). Dąbrowski and Gierszewska (2005) recognized the difficulty faced by an organization to manage the knowledge speedily enough without KMS. Soniewicki (2015) suggested that "Knowledge Management System is becoming increasingly necessary due to its constantly improving efficiency, cost effectiveness and ability to channel the existing sources of knowledge".

Although there is ample literature on the benefits of KMS across different types of industries, literature on KMS and its implementation in the hotel industry is rather sketchy and sparse (Okumus, 2013). "Hotels can benefit from a knowledge information system that shapes the technical basis for the accumulation, retrieval and distribution of explicit knowledge that facilitates the finding of experts company-wide" (Bouncken, 2002). "Hotels could particularly benefit from a Knowledge Management System, which helps to transfer and save knowledge within the hotel and supports the staff's service interactions'' (Spender, 1994). Thus, KMS has emerged as a means of improving business performance and needs to be implemented and improved based on the specific requirements of hotels to ensure better economic returns (Grant, 1996; Teece, 2002).

2.6.2 ORGANIZATIONAL CULTURE (OC)

"Culture is a dynamic phenomenon that surrounds us at all times, being constantly enacted and created by our interactions with others and shaped by leadership behaviour as well as a set of structures, routines, rules, and norms that guide and constrain behaviour" (Schein, 2004). "Organizational culture is a set of beliefs and assumptions, held within an organization" (Balogun and Jenkins, 2003). OC is often considered the character of a company. Rousseau (1990) defined OC as a "complicated connection of values, standards and attitudes that include thoughts, ideas and experiences gained through education, socialization and participation of employees in the organization". Sackmann (1991) stated that "Organisational culture is an important tool for organizations to share ideas, values, norms, rituals and beliefs in order to secure organizational sustainability. It acts as a tool to create organizational commitment, provide integration throughout organizations and assist adaptation to external changes". According to George and Jones (2002) OC is an "informal design of values and norms that control the way people and groups within the organization interact through each other and with parties outside the organization". Schein (2004) described OC as "a pattern of shared basic assumptions that a group learns as it solves its problems of external adaptation and internal integration; that has worked well enough to be considered valid and therefore taught to new members as the correct way to perceive, think and feel in relation to those problems". Berson et al. (2005) defined OC as "the pattern of shared values and beliefs that help individuals understand organizational functioning and thus provide a basis for behaviour in the organization". Siadat et al. (2016) described OC as "an organization's identity which consists of definite presuppositions, values and forms that signal the explicit characteristics of its members and their behaviours as thoroughly understood by the organization".

OC, besides being an amalgamating factor of an organization, is the main driver of superior business performance. It becomes a source of "sustainable competitive advantage if it is valuable, rare and not perfectly imitable" (Barney, 1986). Kotter and Heskett (1992) suggested that OC is "a strategic asset for an organization because it increases the adaptability in an organizational environment". "OC is the normative glue that facilitates coordination and stability in organisations" (Mueller, 2012). Wilson and Bates (2003) acknowledged that a strong OC "plays a role as a reliable compass and acts as a powerful lever to guide and balance members' behaviour." OC "simplifies information processing,

decreases supervision cost and irons out bargaining between employees" (Besanko et al., 1996). Mavondo and Farell (2003) noted that organizational culture influences the interpretation of the intrinsic environment by individuals and their responses to situations.

The definition adopted in this study is the one proposed by van den Berg and Wilderom (2004) which stated that "organizational culture is the shared perception of work practices within organizational units that may differ from other areas within the organization". Cohen (1993) considered organizational cultures as "complex combinations of formal and informal systems, processes and interactions". "The formal components include leadership, structure, policies, reward systems, socialization mechanisms, decision-making processes, etc. while the informal components include implicit behavioural norms, values, role models, organizational myths, rituals and beliefs, historical anecdotes and language" (Trevino, 1990). Martins and Terblanche (2003) summarized the functions of organizational culture as internal integration and coordination. "Internal integration includes the socializing of new members in the organization, creating the boundaries of the organization, and the feeling of identity among personnel and commitment to it. Coordination refers to creating a competitive edge, making sense of the environment in terms of acceptable behaviour and social system stability".

There are several instruments that have been used to measure OC (Jung et al., 2007). Dawson et al. (2011) developed the Hospitality Culture Scale (HCS) to measure OC in the hospitality sector. The scale had two categories- organizational factors and personal factors. The organizational factors considered were management principles, customer relationships, job variety and job satisfaction. The personal factors considered were principles, propitiousness, leadership, risk, accuracy and composure. The Hospitality Industry Organizational Culture Scale (HIOCS) of Bavik (2016) had nine dimensions namely, level of cohesiveness, ongoing-onboarding, work norms, social motivation, guest focus, human resource management practices, communication, innovation and job variety.

2.6.2.a Organizational Culture (OC) and Knowledge management (KM)

"Organizational culture is considered to be a critical factor for building and reinforcing knowledge management in organizations" (Rai, 2011). It is "the most influential factor in knowledge management and organizational learning" (Janz and Prasamphanich, 2003). OC

contains the values, beliefs and principles that form the basis for an organization's management system and hence can influence Knowledge Management (Martins and Coetzee, 2007). Aktaş et al. (2011) noted that it is essential to identify the conditions of OC that influence KM since knowledge offers an organization the survival niche and sustainable competitive advantage**.**

Lawson (2003) emphasized that a specific culture is necessary for the effective performance of knowledge management processes in an organization. She further emphasized that an efficient culture lays emphasis on Knowledge exchange. "An effective corporate culture for knowledge management consists of norms and practices that promote the free-flow of information among employees and across department lines" (DeTienne et al., 2004). "Organizational culture not only influences knowledge sharing and seeking, but it also influences technology selection and appropriation, evolution of knowledge management, migration of knowledge in an organization, role of knowledge management leaders and the expected outcomes from knowledge management use" (Alavi et al., 2005). "A knowledge-oriented culture challenges people to share knowledge throughout the organization" (Davenport and Prusak, 1998). McManus and Loughridge (2002) suggested that an OC that supports KM leads to more effective accomplishments by instilling a culture of standardizing and maintaining information and is significant for the achievement of organizational goals.

Ruggles (1998) suggested that "OC is vital for an organisation to create value through leveraging knowledge assets". Alavi and Leidner (1999) considered OC as one of the most significant elements in achieving KM success. It involves the processes of creating and adopting new knowledge and therefore facilitates employees to understand the associated benefits of KM by encouraging knowledge sharing (Eliss, 2005; Skerlavaj et al., 2007). Gold et al. (2001) concluded that supportive and encouraging organizational cultures have a positive influence on knowledge management infrastructure capability and resulting management practices. Ajmal and Koskinen (2008) believed that the success of KM rests upon building a supportive culture while developing a KMS. Zheng (2005) noted that OC has a profound influence on the effectiveness of knowledge management and highlighted the absolute necessity to view them simultaneously. KM efficiency becomes limited when an organization adopts a KMS without worrying about the cultural development that fosters it (Zheng et al., 2010). "Knowledge-centred culture is defined by values and norms that nurture

and explore organizational knowledge and continuous learning" (Janz and Prasarnphanich, 2003). Zheng (2009) proposed a framework that organizes and simplifies existing literature on the cultural enablers of KM into three categories based on orientation to knowledge, orientation to people, orientation to work. "OC not only influences such behaviours as knowledge sharing and seeking, but it also fosters technology selection and appropriation, the evolution of knowledge management, the migration of knowledge, its orientation to people and the orientation to work. The three orientations need to be coexistent in order to obtain effective, efficient and sustainable knowledge management outcomes". Alavi et al. (2005) suggested that a) OC influences KM through its influence on the values organizational members attribute to individual vs. Cooperative behaviour b) OC influences the evolution of KM initiatives c) OC influences the migration of knowledge d) KM can become embedded in OC.

Rai (2011) proposed a theoretical integrated framework for organizational knowledge management, which is likely to improve understanding of the social processes that determine organizational effectiveness. "Knowledge management can also work as a mediator between organisational culture and organizational effectiveness i.e., organizational culture can indirectly influence organizational effectiveness by its direct impact on knowledge management" (Zheng et al., 2010). Mueller (2012) while discussing the interactive relationship between corporate culture and KM stated that KM can also influence OC. KM becomes an integral part of OC as it evolves and begins to reflect the values of the organisation. (Leidner et al., 2006).

De Long and Fahey (2000) identified four comprehensive ways in which culture influences behaviours central to knowledge creation, sharing and use:

1. culture shapes assumptions about what type of knowledge is worth managing.
2. culture defines relationships between individual and organizational knowledge, determining who is expected to control specific knowledge, as well as who must share it.
3. culture creates the context for social interaction that determines how knowledge will be shared in particular situations.
4. culture shapes the processes by which new knowledge with its accompanying uncertainties is created, legitimated and distributed in organisations.

Lopez et al. (2004) examined how OC affects KM. The study concluded that effective knowledge management initiatives must take into consideration the social contexts in which the sharing of knowledge occurs. Supyuenyong et al. (2009) found a significant relationship between Knowledge Dissemination and OC. De Long and Fahey (2000) highlighted the connection between OC and knowledge, stating that "culture forms assumptions about what knowledge is significant and can generate a context for social interactions". Organisations would be supportive of KM only if it would result in meaningful outcomes. The following subsections discuss the intermediate outcomes of KM, Guest Satisfaction, Customer Orientation, and Efficiency.

2.7 GUEST SATISFACTION

"Strategic 'marketing thinking' centres around creating and retaining satisfied customers" (Drucker, 1954; Deshpande et al., 1993). A typical business strategy aimed at increasing revenue has both offensive and defensive elements. Offensive elements involve guest acquisition and therefore focus on external promotional tools like sales, advertising, publicity and public relations. Defensive elements on the other hand rely on operational service quality to maximize customer retention. "There are primarily two forms of defensive or internal elements: a) increasing switching barriers- making it costly for customers to switch hotel brand b) increasing customer satisfaction- making it more expensive for competitors to attract the current guests of another hotel" (Fornell, 1992). "While a loyal customer is not necessarily satisfied; satisfied customers tend to be loyal. In a competitive marketplace where market growth depends more on increasing market share than on creating new demand, high satisfaction levels are the hotel brand's anchor to promote guest retention" (Knutson et al., 2004). "The notion that creating and retaining a satisfied customer should be the primary purpose of business is central to strategic marketing thinking" (Deshpande et al., 1993). Hence "customer satisfaction has come to be considered to be the key to success and long-term competitiveness" (Ambroz and Praprotnik, 2008).

The term 'Customer Satisfaction' is generally used in case of the relevancy of purchasing transactions (Fornell 1992; Halstead et al.,1994; Smith et al.,1999). In the hospitality industry, the term 'Guest Satisfaction' has often been used as a synonym for Customer Satisfaction (Cadotte and Turgeon 1988; Spinelli and Canavos 2000; Maroco and Maroco, 2013) as the guest constitutes the main customer of this industry (Barsky, 1992; Su, 2004; Ambroz and

Praprotnik, 2008; Li et al., 2013). As such these two terms are often used interchangeably in hospitality literature (Gupta et al., 2007; Knutson et al., 2004). Hunt (1977) defined Customer Satisfaction as "an evaluation on what the customers have experienced with the services when it is at least as good as it is supposed to be". WTO (1985) defines Customer Satisfaction as "a psychological concept that involves the feeling of well-being and pleasure that results from obtaining what one hopes for and expects from an appealing product and/or service". Gundersen et al. (1996) stated that Customer Satisfaction in the hotel industry is "a guest's post consumption judgement of a product or service that can, in turn, be measured by assessing guests' evaluation of performance on specific attributes". Anton (1996) suggested that Customer Satisfaction is a "state of mind wherein the customer's needs, wants and expectations have been met/exceeded throughout the service life of the product, resulting in repurchase and loyalty". Oh and Parks (1997) described Customer Satisfaction as "a complex human process, which involves cognitive and affective processes, as well as other psychological and physiological influences".

Morkunas and Rudiene (2020) considered Customer Satisfaction as an "overall emotional response of the customer to the entire intangible service". When customers experience a service and compare the encounter with their expectations, the emotional response to the entire service at the post-purchasing point is customer satisfaction. If the service meets or exceeds expectations, customers are generally satisfied. However, if the service does not meet their expectations, customers are normally not satisfied. "A consumer is considered satisfied when his weighted sum total of experiences shows a feeling of gratification when compared with his expectations. On the other hand, a consumer is considered dissatisfied when his actual experience shows a feeling of displeasure when compared with his expectation" (Choi and Chu, 2001). Thus, Customer Satisfaction is considered to be "the result of an evaluative process that contrasts pre-purchase expectations with perceptions of performance during and after the consumption experience" (Oliver, 1980). According to Ambroz & Praprotnik (2008) "ensuring the long term survival of the service organization requires adaptations that are oriented towards achieving maximum customer satisfaction".

The Expectancy-Disconfirmation paradigm (Oliver 1980) is the most commonly used theoretical framework in Customer Satisfaction. As per this framework, "consumers

purchase goods and services with pre-purchase expectations about the anticipated performance. The expectation level then becomes a standard for judging the product. Disconfirmation occurs where the outcomes do not meet the expectations i.e. customer is either satisfied or dissatisfied as a result of positive or negative difference between expectations and perceptions. Thus, when service performance is better than what the customer had initially expected, there is a positive disconfirmation between expectations and performance, which results in satisfaction, while when service performance is as expected, there is a confirmation between expectations and perceptions which results in satisfaction. In contrast, when service performance is not as good as expected, there is a negative disconfirmation between expectations and perceptions which causes dissatisfaction". Oh and Parks (1997) reviewed Customer Satisfaction literature and proposed nine distinct theories of customer satisfaction. While most of these theories are based on cognitive psychology, some have received moderate attention and others have been introduced without any empirical research. The theories include:

1. Expectancy Dis-confirmation
2. Assimilation or Cognitive Dissonance
3. Contrast
4. Assimilation-Contrast
5. Equity
6. Attribution
7. Comparison-Level
8. Generalized Negativity and
9. Value-Precept

In the hospitality industry, "Guest satisfaction is the sum total of satisfactions with the individual elements or attributes of all the products and services that make up the experience" (Pizam and Ellis, 1999). Here, the service product includes both tangible and intangible attributes that contribute to customer satisfaction (Saleh and Ryan, 1992). It has been shown that the quality of food and physical environment (Ryu and Han, 2010) and business and recreation facilities (Chu and Choi, 2000) have an impact on guest satisfaction. However, there is no uniformity of opinion among marketing experts as to the classification of the elements in service encounters. Gronroos (1983) separated the components of Guest Satisfaction into two levels of quality: technical quality and functional quality. Reuland et al.

(1985) classified hospitality services that determine guest Satisfaction into three elements: material product, behaviour and attitude of the employees and environment. Czepiel et al. (1985) observed that satisfaction with a service is a function of satisfaction with two independent elements- the functional elements that include the food and beverage in a restaurant and the performance-delivery element that includes the service performance. Davis and Stone (1985) categorized Guest Satisfaction into direct and indirect services while Lewis (1987) classified essential and subsidiary elements for the service encounter attributes. Lovelock (1985) further divided product and service attributes into core and secondary types.

J. D. Power and Associates (2011) proposed the European Hotel Guest Satisfaction Index 2011. This index is primarily based on tangible attributes and includes seven measures listed in descending order of importance:

1. guest room
2. costs and fees
3. hotel facilities
4. check-in/check-out
5. food and beverage
6. hotel services and
7. reservation

However, the American Customer Satisfaction Index model (Anderson and Fornell, 2000) is considered the most comprehensive index system used for the Hospitality industry. It consists of 3 parts:

1. Drivers of Satisfaction, which is determined by
    - Overall Perceived Quality
    - Perceived Value
    - Customer (Guest) Expectations
2. Customer (Guest) Satisfaction, which consists of
    - Overall Satisfaction
    - Expectancy-Disconfirmation
    - Comparison to Ideal
3. Outcomes of satisfaction, which includes
    - Customer (Guest) Complaints
    - Customer (Guest) Loyalty

Hotel providers need to gain high levels of Customer Satisfaction for the service supplied in order to create loyalty and outweigh competitors. Numerous studies have been conducted on the attributes that travellers consider important when judging satisfaction. Atkinson (1988) found that cleanliness, security, value for money and staff courtesy determine Guest Satisfaction. Knutson (1988) observed that "room cleanliness and comfort, convenient location, prompt service, safety and security and the friendliness of employees are extremely important factors" of Guest Satisfaction. Akan (1995) concluded that the main determinants of hotel guests' satisfaction include the behaviour of employees, cleanliness and expert advice.

Fallon and Schofield (2000) noted that "improvement of service quality resulted in increase of guest satisfaction and loyalty". Nightingale (1985) emphasized that the major task of hotels was to promote Guest Satisfaction and loyalty while establishing competitive edge. Bouncken (2002) suggested that hotels need to concentrate more on their absorptive capacity and integration of guest knowledge through service encounters, thereby linking knowledge and Knowledge Management as a main source for quality improvement resulting in Guest Satisfaction. Many quality problems occur because the staff does not fully understand the consequences of service interactions and guests' preferences. Measuring Guest Satisfaction helps improve a product's quality, resulting in a company's competitive advantage (Garvin, 1991). Naumann (1995) listed the following five objectives for measuring Guest Satisf**a**ction;

- To get close to the customer – understand the attributes important to customers, ascertain attributes that influence customer's decisions, estimate the relative importance of these attributes and get a performance evaluation of the firm's efficiency in delivering each attribute.
- To measure continuous improvement – attributes significant to the customer are linked directly to value-added processes in the firm and are put into a form consistent with the internal measurements used to evaluate the process.
- To achieve customer driven improvement- not all customers are an equally valuable source of innovation. This requires creation of a comprehensive database that can track both sales as well as sources of innovations.
- To measure competitive strengths and weaknesses - determine customer perceptions of competitive choices. This is achieved by surveying possible future customers in addition to current and past customers.

- To link Customer Satisfaction Measurement data to internal systems.

Customer Satisfaction strongly influences the profitability of the organization (Hill et al., 2007). “Higher customer satisfaction leads to higher level of repurchase intention, customer support and retention of customers. Moreover, loyalty and higher satisfaction leads to increase in revenue, cash flows and profitability of the firm” (Reichheld and Teal, 1996). Yeung and Ennew (2001) compared the impact of Customer Satisfaction on financial performance using both internal (firm generated) and external (market generated) measures of performance. The results indicate a high degree of consistency in terms of the impact of customer satisfaction on financial performance of hotels. Prayag et al. (2019) reviewed Customer Satisfaction literature and concluded that “consumer and brand loyalty remain the most important outcomes of satisfaction”. Ambroz & Praprotnik, (2008) noted that “developing a culture which fosters customer satisfaction can provide a competitive advantage to the organization”. “A satisfied customer is a guarantee of not only current success, but it is also a reliable means for prosperity and perspective of the company in business that could guarantee its future” (Csikósová et al., 2018). Karakas (2014), summed up the benefits of Guest Satisfaction as:

- It enhances the company’s reputation and positive image.
- It increases sales volume - satisfied customers are more frequent purchasers.
- It lowers marketing costs of attracting new customers.
- It improves more effective response to customer needs.
- It lowers transaction costs.
- It ensures that fewer resources are devoted to handling and managing complaints.
- It increases profitability and market share.
- It leads to better economic returns of investment.

Hence, “providing high quality services and improving customer satisfaction are widely recognized as fundamental factors boosting the performance of companies in the hotel and tourism industry” (Oppermann, 1998).

2.8 CUSTOMER ORIENTATION (CO)

“A market focus involves orienting business activities towards satisfying customer needs and wants” Ruekert (1992). This customer-oriented management perspective has been propelled by an “increasingly competitive global business environment, accelerated technological

developments that have shortened product life cycles and the difficulty of many organizations in sustaining superior performances" (Appiah-Adu and Singh, 1998). "The present day consumers are well informed, better organized and on the whole more demanding" (Ruekert, 1992). Therefore, to enhance business performance, firms have to become more customer-oriented. CO is "a concept which transforms marketing into a potent competitive weapon, shifting organizational values, beliefs, assumptions and premises towards a two-way relationship between customers and the firm" (Day, 1994). It is chiefly concerned with the welfare of customers (Deshpande et al., 1993) and involves listening to the customers and delivering solutions based on the best interest and wants of the customers (Deshpande and Webster, 1989; Slater and Narver, 1994). CO typically manifests itself by prioritizing resource allocation to provide superior value and customer satisfaction (Narver and Slater, 1990; Noble et al., 2002). "An investment in customer orientation is considered to offer the best value proposition in a very competitive environment" (Lusch and Webster, 2010).

McDougall and Levesque (1994) stated that "in an increasingly competitive environment, all organizations are faced with the challenge of identifying critical factors that determine customer satisfaction. A failure to do this will lose customers and undermine the potential for new product development". CO is the basis of organizational learning that leads to higher values and satisfaction to the customers. CO provides "an opportunity to organizations to obtain the required information for planning and performing marketing strategies leading to desirable outcomes for the customers" (Brady and Cronin, 2001). Hence, CO can be regarded as a "key component for long-term sustainability because it builds strong relationships by satisfying customer needs" (Appiah-Adu and Singh, 1998).

Strong and Harris (2004) in a review of extant strategic marketing, human resource management and general management literature, concluded that there are three main categories of approaches designed to enhance customer orientation. These are relational, human resource and procedural categories. Such approaches have been further deconstructed into nine tactics. The relational tactics were relational management, satisfaction measurement and inter-group dynamics. The human resource tactics were customer oriented training, employee evaluation and employee empowerment. The procedural tactics were customer focus system, customer care procedures and customer visit procedures. Despite a well-

established conceptual distinction between market orientation and customer orientation in literature (Jones et al., 2003), several researchers still consider these as interchangeable concepts (Deshpande, 1999; Hartline et al., 2000). The term "market" is often defined as the set of an organization's actual and potential customers (Brady and Cronin, 2001). According to Slater and Narver (1995) "market orientation is composed of three elements, customer orientation, competitor orientation and cross-functional coordination". Strong and Harris (2004) stated that CO is "the behaviour and cultural aspect of market orientation that acts as a strategic element".

Shapiro (1988) defined CO as "the dissemination of information about customers throughout an organization, formulation of strategies and tactics to satisfy market needs inter-functionally and achievement of a sense of company-wide commitment to these plans". Narver and Slater (1990) described CO as "a sufficient understanding of target buyers so as to be able to continuously create superior value for them". Kelley (1992) stated that "customer orientation is the importance a service employee places on the needs and expectations of customers regarding service offerings and the extent to which the employee is willing to put forth time and effort to satisfy them". "Customer orientation is defined as the set of beliefs that puts the customer's interest first without excluding those of all other stakeholders such as owners, managers and employees, in order to develop a long term profitable enterprise" (Deshpande et al., 1993). Appiah-Adu and Singh (1998) described CO as "the organisation-wide emphasis on evaluating and addressing customer needs". A similar view was put forth by Atuahene-Gima and Ko (2001) who described CO as a "firm's orientation towards promotion and support for the collection, dissemination and responsiveness to market intelligence and customer needs". Thus, CO reflects a firm's strategic focus on the market.

Saxe and Weitz (1982) viewed customer-oriented selling as "the practice of the marketing concept at the level of the individual salesperson and customer". Their Selling Orientation-Customer Orientation (SOCO) scale seeks to measure the customer orientation of sales personnel in the personal sales context. The items in the scale cover a broad range of issues that are indicative of customer-oriented employee behaviours, such as whether the employees had the customer's best interest in mind, answered the customer's questions, helped solve any problems that arose and whether they provided an accurate expectation of service Goa

product performance. Several other authors also have since developed different CO measurement scales (Narver and Slater, 1990; Deshpande et al., 1993; Brown et al., 2002; Hennig-Thurau et al., 2002; Hennig-Thurau and Thurau, 2003; Hennig-Thurau, 2004; Singh and Koshy, 2011).

In the hospitality context, literature regarding customer orientation is either limited or contextual (Tajeddini, 2010; Karatepe and Douri, 2012; Tang, 2014; Jalilvand, 2017). Susskind et al. (2000) and Susskind et al. (2007) adopted the construct of customer (guest) orientation of service employees. In their studies they measured the employee's general commitment towards customer satisfaction in accordance with the definition proposed by Kelley (1992).

2.8.1 Customer Orientation (CO) and Knowledge Management (KM)

Manning and Thorne (2002) stated that "it is not enough only to satisfy a customer's needs. Today's salespersons have to incorporate technology to understand customer experiences. The knowledge must be effectively analysed, stored and used through suitable Knowledge Management. This would enable them to intensify their ability by improving service quality and providing customized service. Customer needs however, differ according to products and customers themselves. In such a fluid scenario, knowledge obtained from customers increases with increasing interaction of a salesperson with a customer. After the knowledge is stored, shared and used, a salesperson would be better equipped to provide and satisfy customer needs". Adoption of CO is believed to lead to greater firm performance and superior perceived quality (Jaworski and Kohli, 1993). **"**From the perspective of customers, being customer oriented enhances the perceptions of the quality of an organization's overall market strategies, which in turn, increases customer loyalty, repurchase and the willingness to offer positive word-of-mouth recommendations" (Brady and Cronin, 2001). Organizations that embrace customer orientation have been found to be more successful than those that do not (Deshpande et al., 1993; Slater and Narver, 1994; Jaworski and Kohli, 1996).

Studies have suggested that CO has a crucial role to play in helping firms understand customer demands better, and achieve the proposed sales growth (Valenzuela et al., 2010; Feng et al., 2012). Moreover, CO helps in achieving competitive advantages and in acquiring business success (Ziggers and Henseler, 2016). Among the benefits that may be achieved are

greater customer satisfaction, delivery to specifications and delivery reliability (Theoharakis and Hooley, 2008; Danneels, 2003; Feng et al., 2012). Narver et al. (2000) suggested that CO "can create a competitive advantage by generating product value that is rare, difficult to imitate and of superior quality". Kirca et al. (2005) concluded that firms that organize around the mission of creating customer value, generate higher levels of satisfaction, loyalty, innovation and performance. "The creation of value occurs by increased benefits to customers with decreased costs" (Nwokah and Maclayton, 2006). According to Dawes (2000), firms that have a greater understanding of customer preferences can accrue more financially profitable offerings. This implies that CO could have "a favourable impact on financial business performance" (Deshpande et al., 1993).

CO is particularly of paramount importance in the hospitality industry because front line staff and managers need to continually access and exchange information if they are to develop appropriate strategies to meet current and future customer needs. On the other hand, "poor communications can have an adverse effect on customer satisfaction" (Tajeddini and Trueman, 2012). Here, CO consists of identifiable and specific routines and processes. These include generating information about customers through monitoring and assessing their changing needs and wants, disseminating the information generated throughout the organization and revising business strategies to enhance customer value (Kohli and Jaworski, 1990; Narver and Slater, 1990). "When the data are widely circulated and become a shared organization-wide platform from which decisions are made, CO prospers and becomes self-reinforcing" (Kennedy et al., 2003). "Integrated customer-orientation is the basis for corporate competence development and thus competence development and management of core competencies become important for both internal and external business processes. Customer-orientation can therefore be considered a result of effective knowledge management" (Brännback, 2011).

2.8.2 Customer Orientation (CO) and Organizational Performance (OP)

Reed et al. (1996) asserted that "customer orientation and operations orientation are key to organizational performance". Jeong and Hong (2007) observed a positive correlation between CO and organizational outcomes in their study on supply chains. A significant correlation between CO and firm performance has been observed by other management researchers. (Feng et al., 2012; Frambach et al., 2016). Kim (2009) suggested that "the

customer orientation of individual service employees enhances customers' perceptions of relational benefits in their relationship with the restaurant (organization) and ultimately contributes to their long-term relationship orientation towards the restaurant (organization)"

"A customer-oriented culture engages excellence in customer interactions, market and customer familiarity and an emphasis on co-operation" (Deshpande et al., 1993; Noble et al., 2002). This in turn has been found to achieve a better market performance (Bitner et al., 1990; Ambler, 1999). CO not only repays instantly by contributing to customer satisfaction but also in the long term by turning customers into relational customers with both the employee and the firm. As has been widely acknowledged, "long-term relational customers are more profitable and cost less to serve than non-relational customers" (Kim and Ok, 2010)

2.9 EFFICIENCY

Efficiency is a measure of the extent to which time, effort and resources are used for the successful completion of an intended task or purpose. Although Efficiency does not mean that the organization is achieving excellent market performance, it reveals an operational excellence in the resource utilization process (Bartuševičienė and Šakalytė, 2013). Efficiency has been described as 'doing things right' or as a measure of appraising the ability of an organization to achieve maximum output(s) with minimum input. (Drucker, 1963; Roghanian et. al., 2012). In other words, "efficiency measures the relationship between inputs and outputs or how successfully the inputs have been transformed into outputs" (Low, 2000). Chang et al. (1999) noted that "a company may acquire cost advantage over its main competitors by utilizing its human and asset resources more efficiently resulting in possibly a higher profitability and thereby better organizational performance". "Efficient organizations are able to respond better to operational changes to provide customers with desired products or address problems associated with a rapid surge in demand" (Jacobs and Chase, 2010).

Chan (2003) defined Efficiency as the best utilization of resources that include labour, machine, capacity and energy which brings about savings in money and time and consequently leads to improved company's performance. According to Achabal et al. (1984), "efficiency principally links to costs in minimum level and refers to allocating resources across optional uses". Ghemawat and Costa (1993) differentiated Efficiency into dynamic

efficiency and static efficiency, wherein static efficiency determines the refinement of existing products, processes or capabilities and dynamic efficiency determines the development of new ones.

Available literature points out to several methodologies employed to study Efficiency. Brown (1997) studied Efficiency as organizational efficiency and suggested that it can improve the corporate performance in terms of management, productivity, quality and profitability. Pinprayong and Siengthai (2012) studied Efficiency as business efficiency and organizational efficiency. Here, business efficiency is considered to be "the performance of the firm by comparing the ratio between outputs and input.". For the evaluation of business efficiency, they measured the firm's capability in terms of finance, marketing, competition and business opportunity. Organizational efficiency was studied as the internal performance of the firm in terms of the management system, organizational structure, corporate culture and community and productivity. Lee et al. (2015) studied Efficiency as operational efficiency and process efficiency. where, operational efficiency meant the elimination of operational waste and reduction of the time taken to produce a product or deliver a service which in turn meant reduced costs, streamlined operational processes and increased overall organizational efficiency. Process efficiency was indicative of how well improvements in time, quality and cost of a process enabled employees to complete the tasks assigned. They further postulated that process efficiency increases productivity, improves quality and reduces setup and response time thereby increasing Organizational Performance.

In the hotel sector, Efficiency is a comparative measure of how an organisation can actually processes inputs to achieve its outputs, as compared with its maximum potential for doing so (De Jorge and Suárez, 2014)). As in other sectors, in the hotel industry too, a high organizational efficiency has been shown to improve performance in terms of management, productivity, quality and profitability (Bartuševičienė and Šakalytė, 2013). Zhang et al. (2020) divided the determinants of Efficiency in the hotel industry into internal and external factors. In their study internal factors related to hotel characteristics and management while the external factors related to tourism destination and growing competition. According to Poldrugovac et al., (2016), "only with an appropriate and balanced relationship between revenue and cost management can hotels attain an optimal strategy to raise their efficiency and consequently enhance organizational performance".

Assaf and Magnini (2012) opined that "for a comprehensive measurement of hotel Efficiency, there is a need to account for both the quantity of outputs as well as the quality of outputs which can be reflected through customer satisfaction". Modern literature on Efficiency in hotels mentions the extensive use of methods such as Data Envelopment Analysis (DEA) and Stochastic Frontier Analysis (SFA) which are relatively flexible methods that can account for the multiple inputs/outputs setting of the industry (Barros and Dieke, 2008). Efficiency measurement of the hotel industry also uses Bootstrapped Data Envelopment Analysis (BDEA) and Malmquist Index (MI). Efficiency measurement enables a hotel company to monitor its effectiveness in achieving its goals and objectives, manage products and services and obtain product/service results or customer satisfaction. It is closely linked to "efforts to make strategic plans, clarify organizational goals and objectives, characterize decision-making needs and analyse managers' needs for information" (Assaf and Magnini, 2012).

Brown and Dev (1999) suggest that an increase in productivity and efficiency is related to the market segment as well as leadership and management styles. Organizational efficiency is significantly influenced by Knowledge management (Al-Hawamdeh, 2002). The need for organizational efficiency stimulates the careful and attentive use of knowledge development to attain an acceptable level of KM efficiency since knowledge is paramount for an organization to execute its competitive strategy (Carneiro, 2001). Davenport and Prusak (1998), highlighted that "with improvement in communication and transport systems, the globalized economy provides consumers with unprecedented and endless choices for goods and services world over". Huang (1998) emphasized that responsiveness and Efficiency is key to an organisation's survival. He states that "continuous improvement in operational efficiency and productivity is essential to long term earning growth". In the current era of the explosion of IT applications, organizations are forced to take a quantum leap in improvement in various aspects of their services if they wish to stay in business. "The service aspects that need to be stressed on are time-to-market, time-to-solution and time-to-delivery. This calls for organizations to implement an organized information system to facilitate their operations; information that is timely, accurate, useful and more importantly, tailored to meet their critical needs" (Al-Hawamdeh, 2002). The ultimate goal of an organisation to improve its overall market performance would determine its resolve to survive and grow. Organisations seek to take appropriate measures which would help them in this objective. The following discussion is on the final outcome of the study, Organisational Performance.

2.10 ORGANIZATIONAL PERFORMANCE (OP)

The concept of organizational performance is based upon the idea that "an organization is the voluntary association of productive assets, including human, physical, and capital resources: for the purpose of achieving a shared purpose" (Alchian and Demsetz, 1972; Jensen and Meckling, 1976)**.** The asset providers of the organization will commit themselves only as long as they are satisfied with the value they receive in exchange, relative to alternative uses of the assets. Carton (2004) stated that "an organization will continue to exist and make its assets available only as long as the value created by the use of contributed assets is greater than or equal to the value expected by the contributors." Hence, value creation, as defined by the resource provider is the essential overall performance criterion for any organisation**.**

OP assumes major significance as it lies at the core of business strategy and affects the competitive position of an organization (Venkatraman and Ramanujam, 1986). As OP is a final outcome, it has become the ultimate dependent variable of interest for management researchers. Measuring OP allows researchers and managers to evaluate the specific actions of firms and managers, the status of the firm vis-à-vis its rivals and the evolution of the firm and its performance over time. Its importance as the ultimate evaluative criterion is reflected in its pervasive use as a dependent variable. OP can be seen as a "multi-dimensional construct consisting of more than simply financial performance" (Baker and Sinkula, 2005). "Market competition for customers, inputs and capital, make organizational performance essential to the survival and success of the modern business. Hence, this construct has acquired a central role as the deemed goal of modern industrial activity. Marketing, operations, human resources and strategy are all ultimately judged by their contribution to organizational performance" (Richard et al., 2009).

"Organizational performance is a measure of the long-term goals of the organization, that is to survive, adapt and grow in order to maintain a competitive advantage. It is a sign of the capacity of a company to efficiently achieve independent goals" (Venkatraman and Ramanujam, 1986). Daft (2000) defined OP as "the organization's ability to attain its goals by using resources in an efficient and effective manner". Griffin et al. (2007) defined OP as a reflection of the ability of an organization to fulfil the requirement of its stakeholders and survive in the market. On the other hand, Ho (2008) considers OP as "the outcome of the actions or activities carried out by the members of an organization to measure how well an

organization has accomplished its objectives". Lee et al. (2015) described OP as "the outcome of a firm's attempt to leverage relevant strategies and techniques to achieve organizational goals". "Organizational performance comprises the actual output or results of an organization as measured against its intended outputs or goals and objectives" (Sainaghi, 2010; Chen, 2017). Typically, "firms gauge organizational performance using financial and non-financial outcomes related to certain aspects of the quality and operations they employ" (Lee et al., 2011). Pan and Scarbrough (2009) proposed that OP encompasses three specific areas of firm outcomes as listed below

1. financial performance (profits, return on assets, return on investment).
2. product market performance (sales, market share) and
3. shareholder return (total shareholder return, economic value added).

Thus OP "has become the basic concept of all organizations as it enhances the competitiveness, survival and growth of the organization owing to its positive gross effects" (Alsalim and Mohamed, 2013). It "can be considered to be the result of all activities that are expected to meet pre-set targets" (March and Sutton, 1997).

Traditionally, OP has been mostly assessed through financial performance measures like return on assets (ROA), return on investments (ROI), return on equity (ROE), market share, sales growth and profitability. However, "measuring performance solely on these indicators is no longer adequate to measure competencies that modern organizations look for" (Kaplan and Norton, 1992). Research shows that "non-financial performance measures are more useful in predicting future performance and facilitating the performance of the organizations" (Crabtree and DeBusk, 2008). Kaplan & Norton (2001) note that including non-financial performance measures would help organizations assess intangible benefits like client satisfaction, employee satisfaction, innovation ability, internal business process efficiency and performance enhancement. Ricardo and Wade (2001) argued that "performance measures could include non-financial measures like criterion-based result-oriented behaviour and relative normative measures, education and training, concepts and instruments including management development and leadership training". "Organizational performance cannot take place without integration of systems, operations, people, customers, partners and management" (Jyoti and Sharma, 2012). "A balanced and complete assessment of an organization's performance should consist of different performance dimensions" (Tangen,

2003). **"**To promote organizational performance, manufacturing firms may seek to improve product quality, limit costs and improve operational efficiency" (Lee et al., 2015). Hence, "researchers tend to use both financial and non-financial performance indicators to measure organizational performance as these two indicators complement each other" (Kaplan and Norton, 1992).

In the hospitality industry too, traditional performance measurement has been strongly oriented towards financial performance. However, Atkinson and Brown (2001) point out that "this approach is replete with numerous weaknesses and is strongly criticized for providing a limited perspective on the performance of the company". "In the hotel industry non-financial indicators supplement the financial measures by providing information that would ultimately improve the financial outcome and support and monitor the strategic initiatives" (Haktanir, 2006). "The use of non-financial indicators of performance management becomes all the more pertinent in the hotel industry as it is a people-oriented industry" (Mitrović et al., 2016).

Treacy and Wiersema (1993) proposed three ''value disciplines'' or strategic performance capabilities, each offering a path towards competitive advantage. They proposed "a focus on delivering superior customer value in line with one of three value disciplines – operational excellence, customer intimacy or product leadership. Operational excellence meant providing customers with reliable products or services at competitive prices; delivered with minimal difficulty or inconvenience. Customer intimacy involved segmenting and targeting markets precisely and then tailoring offerings to match exactly the demands of those niches. Product leadership meant offering customers leading-edge products and services that consistently enhance the customer's use or application of the product, thereby making rivals' goods obsolete". Venkatraman and Ramanujam (1986) suggest that "the conceptual scope and framework of performance should include 1) financial performance 2) business performance and 3) organization effectiveness".

Sink et al. (1989) proposed seven indicators to describe organizational performance- "effectiveness, efficiency, product quality, productivity, quality of work life, innovation and profitability. Effectiveness refers to the ability to produce the desired result. Efficiency refers to the ability to accomplish a job/task with a minimum expenditure of time and effort. Product quality is the feature of a product as a measure of excellence and state of being free

from defects, deficiencies and significant variations. Productivity means the ability to resourcefully generate, create, enhance and/or produce goods and services. Quality of work life refers to the opportunity given to employees to improve their personal lives through their work environment and experiences that can contribute to an organization's competitive advantage. Innovation refers to the process of transforming an idea or invention into a product or service that creates value that is vital to an organization's survival. Profitability implies the ability to put in additional efforts to gain the competitive advantage".

Lee and Choi (2003) used five items to measure OP, namely market share, growth rate, profitability, innovation and competitors' success. The Balanced Score Card (BSC) for OP measurement as proposed by Kaplan and Norton (1992) sought to "maintain a balance between financial and non-financial measurement, between external and internal performance dimensions, between short-term and long-term goals and also between backward and leading indicators. The BSC has four dimensions, 1. finance 2. customer satisfaction, 3. internal processes and 4. organization's innovation and improvement activities. The financial dimension indicated the results of actions already taken and complemented the financial measures with operational measures that included customer satisfaction, internal processes and the organization's innovation and improvement activities. All these dimensions cumulatively serve as the drivers of future financial performance". The BSC listed the problems considered by each dimension and the general measurement indicators used by most enterprises.

Maltz et al. (2003) have developed an empirically tested model valid in modern organizations called the Dynamic Multi-dimensional Performance (DMP) framework for considering financial and non-financial measures in OP. This framework contains five success dimensions:

- Financial Measures: Essentially these involve measures related to revenues, profit margins or ROI.
- Customer/Market Measures: These signify the relationship between a company and its customers. Customer-focused organizations are skilled at knowing the needs of their customers and have the ability to build products and services that fulfil these needs, thereby satisfying their customers and maintaining high customer retention rates.

- Process Measures: These depict the efficiency and extent of constant business process and the improvement within an organization.
- People Development Measures: These measures consider the role of stakeholders in the accomplishment of organizational goals. Important factors in the process of attaining organizational goals could be quality of employee skills, dedication to technology leadership and human resource development.
- Preparing for the Future Measures: These are essentially future focused measures that include scales such as excellence in strategic planning, critical partnerships and pacts, anticipation and preparation for future challenges in the business environment and investments in new markets and technologies.

In the hospitality and tourism industry also, various measurement methods, each using its own set of indicators, have been proposed to enumerate OP. The conceptual hotel performance management system proposed by Phillips (1999) had five indicators-

A). Inputs- consisting of building, capital, staff and Technology

B).Environmental characteristics- consisting of market turbulence, competitive turbulence and technology turbulence.

C). Strategic Orientation- comprising of prospector, analyzer, defender and reactor.

D). Outputs, markets and outcomes- outputs included products and services; markets consisted of the primary and secondary markets; outcomes consisted of financial, customer, human resource and organisational learning outcomes.

E). Processes- comprising of finance, marketing and sales, operations management and human resource processes.

Parvu and Ciami (2018) proposed a “series of indicators, structured in four areas of interest to determine hotel performance, namely: 1. The overall activity of the hotel, 2. Relationship with the hotel customers, 3. The hotel position on the market, 4. Leisure services. Each of the indicators had perspectives and each perspective had Key performance indicators”.

Pnevmatikoudi and Stavrinoudis (2016) identified the financial and non-financial indicators required for hotel performance measurement. The financial indicators included Sales/revenues, profitability, return on invested capital, hotel occupancy, costs/expenses, growth, productivity/utilization, the composite indicators of economic performance, financial

market, financial liquidity and soundness. The non-financial indicators included customer satisfaction, employee satisfaction, employee work and job satisfaction, continuous improvement, service quality, social responsibility, competitive position, manager's work and job performance, flexibility and organizational achievement.

2.10.1 Knowledge Management (KM) and Organization Performance (OP)

The positive association between KM and overall organizational performance can be traced back to the Resource Based View (RBV) theory as introduced by Barney (2001). Barney argued that "the resources and capabilities of the firm can be utilized to create competitive advantage and thus improve performance". "For many organizations improving performance is dependent not only on the successful deployment of tangible assets and natural resources but also on the effective management of knowledge" (Lee and Sukoco, 2007).

Rašula et al. (2012) showed a positive effect of knowledge management practices on organizational performance. They proposed that OP could be "improved through possible applications like business process restructuring initiatives, human capital development, knowledge mapping, introduction of more team, cross functional working, increased emphasis on collaboration and introduction of more formal channels for knowledge sharing". Zack et al. (2009) confirmed a positive effect of KM on overall performance as well as on each of the three components of performance, based on the three value disciplines of Treacy and Wiersema (1995). The three value disciplines are customer intimacy, product leadership and operations excellence. Their findings imply that the results could be used to "identify and implement knowledge management practices with a reasonable expectation based on empirical evidence that these initiatives will be in alignment with their organizational strategy, as well as to focus the Knowledge Management initiatives on specific intermediate performance outcomes". KM "helps an organization to succeed by building a better customer relationship" and therefore has a "significant positive impact on organizational performance." (Sin et al., 2005). According to Skyrme (2001), "perceived benefits of knowledge management on organizational performance can range from better knowledge sharing, cost savings, faster access to knowledge, shorter time-to-market and increased profitability to new business opportunities". Mills and Smith (2011) found that "organizational structure, knowledge acquisition, knowledge application and knowledge protection were significantly related to organizational performance. However, technology,

organizational culture and knowledge conversion did not have a significant impact on organizational performance". This implies that the individual resources collectively determine the overall knowledge management capability of an organization, which, as a composite is related to OP. Each resource however may not be individually or directly linked to performance. Kim and Hancer (2010) concluded that "the significant knowledge management resource inputs that affected organizational performance in restaurants were information technology, incentive and a knowledge-sharing culture". Information technology turns out to be the most important input followed by incentive and a knowledge-sharing culture to improve organizational performance.

2.11 GAPS ARISING FROM THE LITERATURE REVIEW:

Although several researchers have pointed out the crucial role of KM for the survival and growth of business establishments in the hospitality industry, there is a deficit of research on knowledge management in the hospitality sector.

2.11.1 Gap 1: Research on knowledge processes is scarce.

Hallin and Marnburg (2008) in their extensive review of knowledge management emphasized that research on knowledge processes in the hospitality sector is scarce and dim. Several management scientists have acknowledged that the study and practice of KM has grown rapidly in most industries with the exception of hospitality, travel and tourism (Hjalager, 2002; Grizelj, 2003; Cooper, 2006; Shaw and Williams, 2009; Chalkiti, 2012; Okumus, 2013) thereby implying a great research potential for the same. Subramaniam (2015) stated that "despite the popularity of knowledge management in other industries, hotel specific concerns have been hugely neglected in literature and Knowledge Management has just rudimentarily been implemented in hotels".

2.11.2 Gap 2: Knowledge Management activities are likely to provide benefits for hotels

Yiu and Law (2014) pointed out that in the tourism and hospitality literature there are only a few studies on capturing, sharing and transferring individual knowledge to transform it into an asset that can enhance Organisational Performance. Crnjar and Dlacic (2014) observed that hotel enterprises have yet to introduce KM-focused activities to the fullest extent. They state, "In an industry in which the importance of human resources and knowledge, that is, intangible assets, is immense, knowledge management has yet to become fully developed, accepted and implemented". Hallin and Mamburg (2008) suggested that hotels will greatly

benefit from KM activities such as Knowledge Sharing that would improve employee's knowledge of their customer's needs.

2.11.3 Gap 3: *KM is particularly relevant to hotel chains functioning across geographical boundaries in terms of their requirement for consistency in quality standards.*

Hallin and Mamburg (2008) suggested that KM is particularly relevant to hotel chains dispersed across geographical boundaries to maintain consistency in quality standards at the diverse locations. Subramaniam (2015) agreed that hotel chains which have to deliver overall quality standards across geographically distributed hotels can effectively exploit the benefits of KM.

2.11.4 Gap 4: Within the dynamic knowledge perspective, there is a need to understand more about what promotes and hinders learning before implementation of KMS.

Lee et al. (2016) suggested that limited research has investigated how technologies like LMS and ICT applications used in daily practices can facilitate learning and knowledge management among hospitality managers. Hallin and Mamburg (2008) in their review stated that 'within the dynamic knowledge perspective, there is a need to know more about what predicts good and bad learning climates, such as what promotes and hinders learning in hospitality companies, before speeding up the implementation process of the Knowledge Management System." Okumus (2013) acknowledged that studies to provide in-depth empirical findings as to what facilitates, hinders or promotes learning and the role of IT in managing knowledge in hospitality organisations is sparse. The literature on the hospitality industry has barely paid attention, to understand what promotes learning leading to the development of complex innovation strategies through the combination of technology driven and non-technological applications. (Karlsson and Tavassoli, 2016; Tavassoli and Karlsson, 2016).

2.11.5 Gap 5: In the hospitality industry, there is a need to establish the linkage between KM and the overall organizational effectiveness and performance.

Yang and Wan (2004) pointed out that in the hospitality industry, areas such as implication of knowledge management on the strategic management of human resource and management related issues and the linkages between KM and the overall organizational effectiveness and

performance have not been well established. Literature calls for further research to establish links between knowledge capabilities and organizational performance as well as for large-scale supporting empirical evidence (Zack et al., 2009). Wandongo et al. (2010) suggested that there is an urgent need for research that aims at providing a broader model inclusive of all factors that can influence organizational performance and its measurement in the hospitality industry. The possibility of mediating or moderating effects of some factors such as top management support and hotel attributes on the relationship between KM and hotel performance needs to be further researched and examined, so as to arrive at a model for enhancing performance in the hospitality industry (Mohammed et. al. 2014). Several other researchers have also stressed the need for further research to study the relationship between the degrees of KM implementation, its process variables and the Organizational Performance (Gold et al., 2001, Zaied et al., 2012; Bharadwaj et al., 2015; Al Saifi, 2015). Additionally, understanding the determinants of efficiency would be an important subject for research and practice (Yang, 2017).

2.11.6 Gap 6: There is a need to investigate how hotels are adopting KM to enhance customer relationships.

Darroch (2005), while observing that effective KM enables the extraction of good quality services from resources, stressed the need for further research to firmly establish this assertion. Lo et al., (2010) stressed the need for future projects to investigate how hotels adopt the knowledge management approach to enhance customer relationships. Scientific research aimed at studying the correlation between hotel performance and human resources management issues (e.g. Compensation of personnel issues); strategic orientation issues, marketing issues, service and process improvement issues, customer relationships, etc. could help generate a new and improved codification and classification of the indicators that can be effectively used for measuring hotel performance. (Pnevmatikoudi and Stavrinoudis, 2016).

2.11.7 Gap 7: More studies in the hotel industry need to focus on non-financial variables such as Customer Satisfaction to provide better insights into organization's Efficiency.

Mills and Smith (2011) while examining the links between individual dimensions of knowledge capabilities and OP stressed the need to explore other success factors such as customer satisfaction and its perceived benefits. More studies in the hotel industry, focusing

on non-financial variables, such as service quality, customer satisfaction, quality of employees, level of employee training, etc., can provide better insights into an organisation's efficiency and effectiveness (Singh et al., 2020).

2.11.8 Gap 8: Researchers should identify emerging trends for the hospitality and tourism industry and develop holistic models rather than using models developed for general and short-term purposes.

Altin et al. (2018) stressed the need to identify emerging trends for the hospitality and tourism industry and develop models for each trend or all trends as a whole, rather than using models developed for general and short-term purposes. Sainaghi et al., (2019) stressed the importance of conducting research focused on broader management areas and its influencing factors that could open new insight and increase the efficacy of the hospitality framework. A promising area mentioned by them is identification of new performance measurement frameworks based on technological advancements.

2.11.9 Gap 9: Future research efforts are required to further investigate the influences of Organizational Culture on Knowledge Management Processes and their link with Organisational Performance.

Saifi, (2015) suggested that future research efforts within this field are required to further investigate the influences of organisational culture on knowledge management processes and their link with organisational performance. More generalized research focussed beyond revenue generation is required to confirm the findings that the performance of service companies, particularly hotels, not only depends on structural issues but also on soft infrastructural issues such as leadership competency and organizational culture (Asree et al., 2010). While the positive effect of KM practices on hotel front office department performance is well established, it is worthwhile to focus further studies on different hotel departments, the influence of organizational culture as well as the overall performance of the firm. (Ahmed et al., 2016).

2.12 SUMMARY AND CONCLUSION

The literature review reveals that

- Knowledge is a valuable and strategic resource that ensures the sustainable existence of an organization.

- Knowledge Management is important for the long term survival of an organisation.
- Knowledge Management improves loyalty among customers thereby enhancing organisational performance.
- Knowledge Management is relevant and beneficial to the hospitality sector as it can impart a competitive advantage to hotel organisations and in turn enhance survivability.

Knowledge management studies over the last decade suggest that the study and practice of KM has grown rapidly in most industries with the exception of the hospitality, travel and tourism industry. In light of this, the present study seeks

- to determine the impact of KM in the hospitality sector with an aim of building a relevant hospitality specific comprehensive KM model.
- to determine the role of Knowledge Management Enablers in the Knowledge Management Processes.
- to determine the causal relationship between the Knowledge management processes and the Organisational Performance through the mediating role of intermediates such as Customer Orientation, Guest Satisfaction and Efficiency.

CHAPTER 3

RESEARCH METHODOLOGY

CHAPTER 3
RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter presents the research methodology adopted for this study. It contains details of the research design, unit of analysis, sampling, sample size, data collection tools, data collection procedure and data analysis procedure followed.

3.2 RESEARCH DESIGN

A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. It is the conceptual structure within which research is conducted and constitutes the blueprint for the collection, measurement and analysis of data (Kothari, 2004)

A preliminary survey of the hospitality sector in Goa was carried out to identify the different categories of the hotel establishments operating in the state. Initially 6 randomly selected training managers were interviewed to determine the methods used by individual managements to manage knowledge in their respective organisations within the hospitality sector of Goa. Based on the outcome of the interviews and the available literature, the various aspects of Knowledge Management in the hospitality industry were identified and constructs were developed for the study.

3.3 THEORETICAL FRAMEWORK

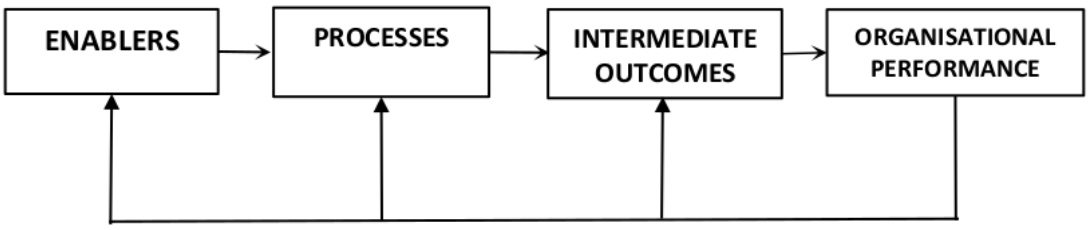

Figure 3.1: An Integrative Research Framework for Studying Knowledge Management.

Source: Lee and Choi (2003) pg. 182

This study has adopted the Integrative Research Framework for studying Knowledge Management proposed by Lee and Choi (2003). The framework (Fig.3.1) is based on the Systems Thinking theory (Senge, 1990; Rubenstein-Montano et al., 2001), which provides a conceptual framework for problem-solving by considering problems in their entirety. "Problem-solving in this way involves pattern finding to enhance the understanding of the problem and responsiveness to it. Outcomes from systems thinking depend heavily on how a system is defined because systems thinking examines relationships between the various parts of the system" (Rubenstein-Montano et al., 2001). Senge (1990) explains systems thinking as a conceptual framework involving a body of knowledge and tools that make full patterns clearer thereby enabling us to comprehend how to change them effectively.

Researchers agree that Knowledge Management is a cross-functional and multifaceted discipline. Hence, systems thinking theory is widely accepted as being better able to describe the complex and dynamic characteristics of Knowledge Management in a systematic manner (Lee and Choi, 2003). Systems thinking has been reported to enhance Knowledge Management through its ability to depict complex, dynamic processes, thus enhancing understanding and the ability of Knowledge Management initiatives to respond to the needs of the organization (Schlange, 1995). Systems thinking is important for a Knowledge Management framework because it facilitates the linkage between Knowledge Management initiatives and the strategic goals and objectives of an organization (Rubenstein-Montano et al., 2001). Fei et al. (2002) state that "systems methodologies enable knowledge systematically and purposefully to be applied to knowledge itself by employing the methodologies as a whole or lens". Further, they add that organizations can benefit from it when taking effective decisions, cultivating trust, partnering work relationships and facilitating the exchange and flow of knowledge and information within the organization and its environment for purposeful actions.

As indicated in Figure 3.1, the Integrative Research Framework Model employed for this study has four components. These components and their constituents are listed below

- Knowledge Enablers- consisting of Knowledge Management System and Organisational Culture.
- Knowledge Management Processes- comprising of Knowledge Capture and

Knowledge Dissemination.

- Intermediate outcomes- consisting of Guest Satisfaction, Customer Orientation and Efficiency.
- Organisational Performance.

A quantitative research design was adopted for this study, as the aim was to carry out a comprehensive study of Knowledge Management in the Hospitality sector as per the Integrative Research Framework Model (Fig 3.1), and test the hypothesized relationships between Knowledge Enablers, Knowledge Management Processes, Intermediate Outcomes and the final outcome *viz*. Organisational Performance.

3.4 UNIT OF ANALYSIS, SAMPLING AND SAMPLE SIZE

The study was conducted in hotels categorised as 3-star and above. As many as 20 starred hotel establishments within the State were considered for the study. The study sample was restricted to only the executive (managerial) staff of the identified hotels. Questionnaires were administered to the executive (managerial) staff at different levels in the various departments of the establishment.

The data collected through the questionnaires was quantified and subjected to PLS-SEM for further analysis. The sample size was selected in accordance with Gaskin (2016), who states that the sample size needed in PLS is 10 times the number of indicators for the most predicted construct and if a construct is also being predicted in a causal model by other latent constructs, then those need to be considered as well. Based on this calculation, the required sample size for the model estimation of the study worked out to 390 respondents. The actual sample size was 490 respondents. This sample size selection was to meet the statistical requirement that states that the larger the sample, the more reliable the PLS estimates (Garson, 2016). Executives having experience of less than one year in the establishment were not considered for the study, as it was felt that the time period on the job was inadequate for executives to be fully aware of the status of Knowledge Management in the hotel.

3.5 DATA COLLECTION TOOLS

A preliminary interview was conducted with 6 randomly selected training managers of starred hotels in Goa to determine the methods used by individual managements to manage knowledge in the hospitality sector in Goa.

Based on the interview, the mechanisms of Knowledge Management were studied, and conclusions drawn that were then used in the research. The findings of the interviews along with the literature review, enabled the identification of the constructs and scale items for the measurement instrument. Scales were developed for each of the constructs based on existing scales and literature, with the wordings of individual items modified to suit the aims of the research, as well as the comprehensibility of the executives of the starred hotels.

The questionnaire consisted of two major parts.

Part A- sought demographic information of the respondents.

Part B- consisted of 35 statements related to the indicators used to measure the 8 constructs of the model namely, Knowledge Management System, Organisational Culture, Knowledge Capture, Knowledge Dissemination, Guest Satisfaction, Customer Orientation, Efficiency and Organisational Performance. Each item of the construct was measured on a 7-point Likert scale ranging from 1 to 7, with the following interpretations: 1 = Strongly Disagree, 2 = Disagree, 3 = Slightly Disagree, 4 = Somewhat Agree, 5 = Slightly Agree, 6 = Agree, 7 = Strongly Agree.

3.6 DATA COLLECTION PROCEDURE

3.6.1 Preliminary interviews.

Literature in the area of Knowledge Management indicates different processes and enablers to manage knowledge in organisations. The importance of knowledge management has been well-researched in industrial sectors other than Hospitality. As the study aimed to explore the impact and influence of Knowledge Management in the Hospitality sector, a preliminary interview of 6 Training managers of starred hotels of Goa was conducted. Training managers were selected as they are expected to work in coordination with Human Resource managers, to identify knowledge deficits, and take remedial measures to address the deficit through appropriate Training and Development programmes. They are also responsible for drawing up Standard Operating Procedures (SOP's) and ensuring uniformity in documentation. The

interviews provided a deep and valuable insight into the status of knowledge management in the hotels.

The data collected from the preliminary interviews was analysed and summarized to draw conclusions. The constructs and initial items for the measurement instrument were developed based on the findings of the preliminary survey and the review of the literature available. After finalising the items for the questionnaire, the opinion of 2 experts was sought to check the questionnaire.

3.6.2 Data Collection

The data for the quantitative study was collected through a questionnaire. The respondents were executives in 20 starred hotels within Goa having an experience of at least one year in the hotel. The questionnaire was administered personally or through the Human Resource Development (HR) managers of the Hotels. In the case of the HR managers administering the questionnaire, they were first requested to fill it themselves so as to address the queries, that could arise. The queries that arose were resolved immediately. The executives took about 15-20 minutes to complete the questionnaire. There was no mention of the name of the executive so as to maintain anonymity and to ensure that they responded objectively and in an unbiased manner.

3.7 DATA ANALYSIS PROCEDURE

490 completed questionnaires were obtained and the data was fed using SPSS Version 22 and analysed using Partial Least Squares structural equation modelling (PLS-SEM) by Smart-PLS 3. and Mediation Analysis.

3.7.1 Structural Equation Modelling Using Partial Least Squares (PLS-SEM)

3.7.1.a Structural Equation Modelling (SEM) Technique

Structural equation modelling (SEM) has become the dominant analytical tool for testing cause-effect-relationships models with latent variables and SEM is the technique of choice when the goal of the analysis is to gain substantial knowledge about the drivers of customer satisfaction, (Hair et al., 2014). Its ability to simultaneously examine a series of interrelated dependence relationships between sets of constructs represented by multiple variables, while accounting for measurement error has contributed to its widespread application (Ali et al.,

2018). SEM has become a quasi-standard in marketing and management research when it comes to analysing the cause–effect relations between latent constructs (Hair et al. 2011). SEM can model multiple independent variables (IV) and multiple dependent variables (DV), chains of causal effects and indirect effects, and the latent constructs that variables are meant to measure (Lowry and Gaskin, 2014). SEM enables researchers to incorporate unobservable variables measured indirectly by indicator variables. SEM also facilitates accounting for measurement error in observed variables (Chin, 1998, Hair et al., 2017). Suhr (2006), states that SEM is a highly flexible and comprehensive multivariate technique incorporating observed (measured) and unobserved variables (latent constructs) that can be used when the model specification requires researchers to support hypotheses with theory or research and specify relations a priori. Further, SEM allows researchers to recognize the imperfect nature of their measures and resolves the problems of multicollinearity. As explained by Lowry and Gaskin (2014), SEM statistical models represent causal relationships as paths. A path is a hypothesized correlation between variables representing the causal and consequent constructs of a theoretical proposition.

SEM can be applied by considering either of two types of approaches: 1. Covariance based-SEM (CB-SEM) or 2. Partial Least Squares– SEM (PLS-SEM). The philosophical distinction between CB-SEM and PLS-SEM is straightforward. If the research objective is theory testing and confirmation, then the appropriate method is CB-SEM and if the research objective is prediction and theory development, then the appropriate method is PLS-SEM. However, the selection between the two can be based on factors such as research goals, structural model, data characteristics and algorithm, and model evaluation (Hair et al., 2011).

3.7.1.b Partial Least Squares - SEM (PLS-SEM)

The PLS-SEM method enables researchers to estimate complex models with many constructs, indicator variables and structural paths without imposing distributional assumptions on the data (Hair et al, 2019). PLS-SEM is a causal predictive approach to SEM that emphasizes prediction in estimating statistical models, whose structure is designed to provide causal explanations (Sarstedt et al., 2017). PLS-SEM is considered the more appropriate method for analysis when the research objective is prediction and theory development, because it has the ability to work efficiently with a much wider range of sample sizes, an increased model complexity and makes less restrictive assumptions about the data (Lowry and Gaskin, 2014).

PLS-SEM estimates partial model structures by combining principal components analysis with ordinary least squares regressions (Mateos-Aparicio, 2011). Garson, (2016) states that PLS may be implemented as a regression model, predicting one or more dependents from a set of one or more independents; or it can be implemented as a path model, handling causal paths relating predictors as well as paths relating the predictors to the response variable(s). PLS-SEM is a useful tool for KM researchers as it provides researchers with a seamless and secured method to process and analyse data collected in terms of data requirements, model complexity and relationships specification (Sarstedt et al., 2014).

Hair et al. (2019) suggest that researchers could more efficiently use PLS-SEM when:

1. The analysis is concerned with testing a theoretical framework from a prediction perspective.
2. The structural model is complex and includes many constructs, indicators and/or model relationships.
3. The research objective is to better understand increasing complexity by exploring theoretical extensions of established theories (exploratory research for theory development).
4. The path model includes one or more formatively measured constructs.
5. The research consists of financial ratios or similar types of data artefacts.
6. The research is based on secondary/archival data, which may lack a comprehensive substantiation on the grounds of measurement theory.
7. a small population restricts the sample size (e.g. business-to-business research). However, PLS-SEM also works very well with large sample sizes.
8. distribution issues such as lack of normality are a concern.
9. research requires latent variable scores for follow-up analyses.

According to Cepeda-Carrion et al., (2019) PLS-SEM analysis in knowledge management research is most suitable when

1. Confirmatory research attempts to understand the causal relationships between variables wherein the path model is built on the idea of testing causal hypotheses that specify how and why determined phenomena occur. In such cases there is a need for the confirmation of the model by both fit indices and global model verification.

2. The analysis is based on explaining and maximizing the explained variance of the dependent variable through the coefficient of determination (R^2) and the sign, size and signification of the path coefficients. Here the explanatory purposes of PLS-SEM are used to deal with the situation created for explaining a dependent variable which usually represents the hypotheses that the model sets out to verify.
2. Exploratory research looks for a quick identification of potential relationships between variables. In this inductive form of reasoning, PLS-SEM path models help bring out the productive relationships if any between the path model (theory) and data (reality).
3. The descriptive studies are focused on populations' descriptions.

Based on the functional attributes of PLS-SEM as mentioned above, PLS-SEM was found suitable for this research project for the following reasons.

1. This study aims to test the Integrated theoretical framework based on systems thinking for Knowledge Management in the Hospitality sector with a prediction perspective on its intermediate outcomes Guest Satisfaction, Customer Orientation and Efficiency and on the final outcome- Organisational Performance.
2. The structural model used in this study is complex and includes several constructs and indicators (8 constructs and 35 indicators).
3. This study is explanatory, exploratory and confirmatory. Hence PLS-SEM is suitable for the analysis of the study.

Henseler (2018) states that "PLS algorithm provides a prescription for dimension reduction". The diverse indices of Customer (Guest) Satisfaction can be considered as an example of dimension reduction. In this scenario, the PLS-SEM algorithm permits obtaining true latent variables scores to describe dependent latent variables or constructs.

3.7.2 The Mediating Role of the Intermediate Outcomes

The core characteristic of a mediating effect (i.e., indirect effect or mediation) is that it involves a third variable that plays an intermediate role in the relationship between the independent and dependent variables. Here, the effect of the independent variable X on the dependent variable Y is mediated by a third variable, M called the mediating variable or

mediator (Cepeda-Carrion et al., 2019). Analysing the strength of the mediator variable's relationships with the other constructs allows substantiating the mechanisms that underlie the cause-effect relationship between an exogenous construct and an endogenous one. In the simplest form, the analysis considers only one mediator variable, but the path model can include a multitude of mediator variables simultaneously (Hair et al., 2017).

3.7.2.a. Bootstrap method

Bootstrapping is a non-parametric procedure applied to test whether coefficients such as outer weights, outer loadings and path coefficients are significant by estimating standard errors for the estimates (Garson, 2016). In this approach, bootstrapping can be used twice: first without the presence of a mediator (only the direct path with the independent variable and dependent variable, and secondly, with the presence of mediator (i.e. bootstrapping with the independent variable, dependent variable and the mediating variable). It should be noted that if the direct path is not significant, there is no mediating effect (Kwan and Wong, 2015).
According to Hair et al. (2014) the guidelines for mediation analysis in PLS-SEM are as follows:

- First evaluate the significance of the direct path; if the direct effect is not significant, there is no mediation.
- If the direct path is significant, include the mediating variable, and use the bootstrapping procedure again.
- If the indirect path is not significant after bootstrapping, there is no mediation; if it is significant, then calculate the Variance Accounted For (VAF). A VAF value of greater than 80% is full mediation, a value between 20% and 80% is partial mediation and a value less than 20% means there is no mediation (Hair et al., 2014).

Based on expert opinion and logic, the intermediate outcomes – Guest Satisfaction, Customer Orientation and Efficiency were tested for mediating effect between 1. Knowledge Capture and the final outcome- Organisational Performance and 2. Knowledge Dissemination and the final outcome - Organisational Performance.

3.8 SUMMARY

A quantitative research design was adopted based on the integrative research framework for

studying Knowledge Management to test the proposed relationship between the Knowledge Management Enablers, Knowledge Management Processes, Intermediate outcomes and the final outcome - Organisational Performance. Questionnaires were administered to the Executives of the starred hotels and the data collected from 490 respondents was analysed using PLS-SEM software, and Mediation Analysis was also done.

CHAPTER 4

DEVELOPMENT OF HYPOTHESES AND SCALE

CHAPTER 4

DEVELOPMENT OF HYPOTHESES AND SCALE

4.1 INTRODUCTION

This chapter presents the operational definitions of the Constructs used in the study, and the hypotheses developed to test the relationships in the proposed models. This chapter also discusses the development of scale items to measure the constructs.

4.2 HYPOTHESISED MODEL OF THE STUDY

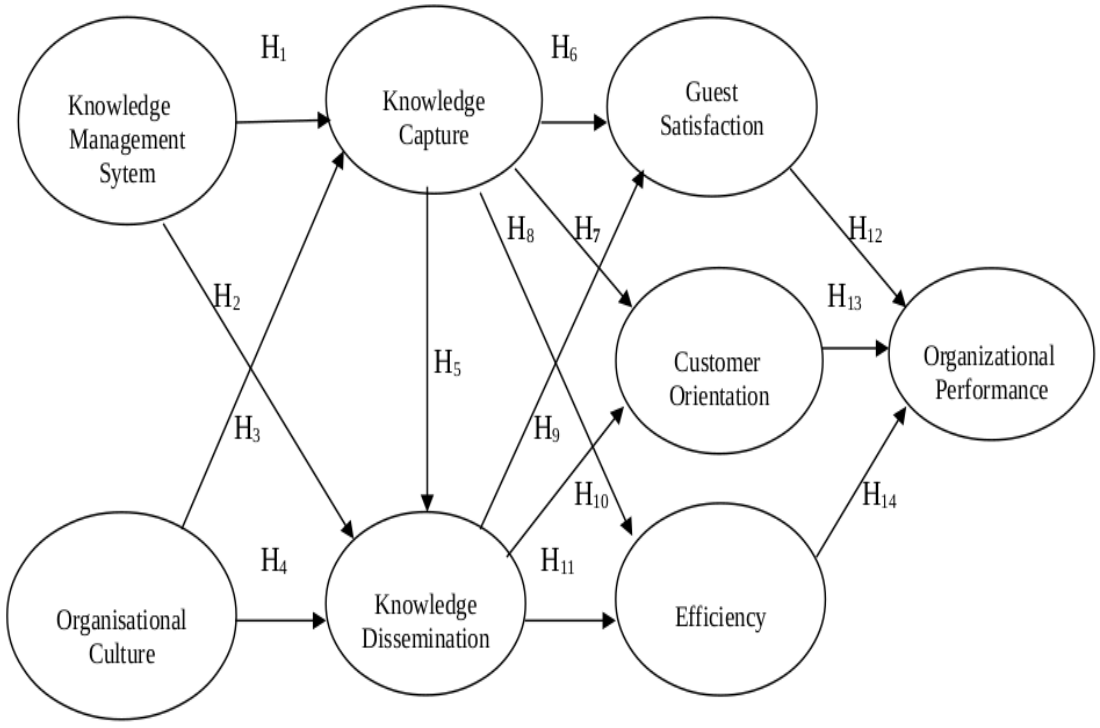

Figure 4.1: Hypothesised Integrated Model of Knowledge Management

4.3 DEVELOPMENT OF THE HYPOTHESES

The inputs gained from the preliminary survey and the review of literature were used in the formulation of the hypotheses. "A hypothesis may be defined as a proposition or a set of propositions set forth as an explanation for the occurrence of some specified group of phenomena either asserted merely as a provisional conjecture to guide some investigations or accepted as highly probable in the light of established facts" (Kothari, 2004). The study seeks to study the relationship between the Knowledge Enablers (Knowledge Management System and Organizational Culture), the Knowledge Management Processes (Knowledge Capture and Knowledge Dissemination), the intermediate outcomes (Guest Satisfaction, Customer Orientation and Efficiency) and the final outcome- Organizational Performance.

4.3.1 Knowledge Management System (KMS) and Knowledge Management (KM)

KMS consists of information systems designed to support KM processes. KMS enables the employees of an organisation to have access to the company's knowledge of facts, sources of information and solutions thereof. The enabling of employees could potentially lead to more efficient problem solving in addition to improvement in product quality and services provided. KMS involves the collection of information from customers and the systematic capture of this gained information in an easily accessible form (Gronau, 2002). This information, which is then processed and aligned as per the need of the organisation, is knowledge. An effective KMS can maximize organisational knowledge resources by continuously creating, accumulating and sharing them. However, KMS cannot be perceived as a general-purpose Information System (IS). Rather it is a system that is able to keep the patterns of knowledge practices and further institutionalize them (Nonaka et al., 1998). Accordingly, the following hypotheses were proposed

- **H_1 Knowledge Management System positively influences Knowledge Capture.**
- **H_2 Knowledge Management System positively influences Knowledge Dissemination.**

4.3.2 Organisational Culture (OC) and Knowledge Management (KM)

Organizational culture is a very important factor in effective knowledge management. An effective OC plays a stimulating role by supporting knowledge activities and providing a suitable environment for its exchange (Janz and Prasamphanich, 2003). OC is a vital element of an organization's ability to create value through leveraging knowledge assets

(Ajmal and Koskinen, 2008). It improves the effectiveness of the KM process by increasing employee satisfaction and enhancing willingness to stay in the organization (Chang and Lin, 2015). Lawson (2003) brought out the strong relationship between organisational culture and knowledge management. The following hypotheses were proposed

- **H_3 Organisational Culture positively influences Knowledge Capture.**
- **H_4 Organisational Culture positively influences Knowledge Dissemination.**

4.3.3 Knowledge Management Processes

KM processes are a dynamic and continuous set of processes and practices embedded in individuals as well as in groups and physical structures. In an organization, individuals and groups may be involved in different aspects of the KM process at any point in time (Alavi and Leidner, 2001; McInerney, 2002). Two key aspects of Knowledge Management are the process of Knowledge Capture and the subsequent spread of the captured Knowledge throughout the organisation by the process of Knowledge Dissemination. The hypothesis proposed was

- **H_5 Knowledge Capture positively influences Knowledge Dissemination.**

4.3.4 KM and Guest Satisfaction (GS)

KM can be considered as a sequence of activities and events that ultimately lead to KM outcomes (Newell et al., 2003; Eaves, 2014). The KM outcomes would consist of intermediate outcomes- Guest Satisfaction, Customer Orientation and Efficiency that ultimately lead to the final KM outcome of enhanced organisational performance. Organizations with higher levels of knowledge about the preferences of customers have a better chance of improving their opportunistic skills to achieve their marketing objectives (Noble and Mokwa, 1999). Lee et al., (2011) empirically demonstrated that customer knowledge significantly affects marketing programmes, leading to improved organisational performance. KM has a great influence on (Customer) Guest Satisfaction and behavioural intentions in a service encounter (Guchait et al., 2010). Accordingly, the following hypotheses were proposed

- **H_6 Knowledge Capture positively influences Guest Satisfaction.**
- **H_9 Knowledge Dissemination positively influences Guest Satisfaction.**

4.3.5 KM and Customer Orientation (CO)

CO essentially involves the creation of superior customer value (Slater and Narver, 1995, Homburg et al., 2002). Market information can be captured and disseminated through Knowledge Management. To achieve their marketing objectives, organizations need to develop structural and systematic processes of acquiring and evaluating market information, thereby understanding both the expressed and latent demands of customers (Hartline et al., 2000; Slater and Narver, 1998). KM processes wherein customer-focused knowledge is shared throughout the organisation, ensures more efficient decision-making thereby improves customer orientation (Kennedy et al., 2003).

- **H_7 Knowledge Capture positively influences Customer Orientation.**
- **H_{10} Knowledge Dissemination positively influences Customer Orientation.**

4.3.6 KM and Efficiency

KM is reported to enable employees to achieve a higher level of efficiency (Sutanto et al., 2018). Efficiency is a comparative measure of how well an organisation actually processes inputs to achieve its outputs (De Jorge and Suárez, 2013). It would be reflective of the use of minimum resources (inputs) for a desired output. This processing of inputs calls for support from a KM process system for better results. Effective KM helps companies to improve their efficiency and become cost-effective (Davenport and Klahr 1998).

- **H_8 Knowledge Capture positively influences Efficiency.**
- **H_{11} Knowledge Dissemination positively influences Efficiency.**

4.3.7 Customer Orientation (CO) and Organisational Performance (OP)

Customer Orientation is the understanding of one's target buyers, so as to be able to continuously create superior value for them (Narver and Slater, 1990). Customer Orientation results in highly customer-valued products and services and thereby better organisational outcomes in supply chains (Jeong and Hong, 2007). Customer Orientation of individual service employees enhances the customers' perceptions of relational benefits and ultimately contributes to the organisation's long-term profits (Kim, 2009).

- **H_{12} Customer Orientation positively influences Organisational Performance.**

4.3.8 Guest Satisfaction (GS) and Organisational Performance (OP)

In the hospitality sector, while some researchers have used the term Guest Satisfaction (Gundersen et al., 1996; Spinelli and Canavos, 2000; Karakas, 2014) others have used the term Customer Satisfaction synonymously with Guest satisfaction (Matzler and Pechlaner, 2001; Knutson et al., 2004; Gupta et al., 2007). Guest satisfaction is considered as the desired outcome for service-related businesses, because of its contribution to profitability (Susskind et al., 2007). Higher levels of Guest Satisfaction lead to better organisational performance (Haktanir and Harris 2005).

- **H_{13} Guest Satisfaction positively influences Organisational Performance.**

4.3.9 Efficiency and Organisational Performance (OP)

Efficiency can improve an organization's performance in terms of management, productivity, quality and profitability. Efficient organizations respond to customer needs, rapidly minimizing wastage and time, while higher efficiency leads to better organisational performance. Efficiency involves the utilization of resources (Labour, Machine, Capacity, and Energy) effectively so as to bring savings in money and time and consequently a superior company's performance (Chan, 2003). In the hotel industry, efficiency has a major influence on the hotel's overall performance (Lado-Sestayo and Fernández-Castro, 2018).

- **H_{14} Efficiency positively influences Organisational Performance.**

4.3.10 The Mediating Role of Guest Satisfaction, Customer Orientation and Efficiency between Knowledge Management and Organisational Performance

Organisational Performance is a complex, multidimensional construct and hence the relationship between Knowledge Management and Organisational Performance is postulated to have intervening intermediate outcomes- Guest Satisfaction, Customer Orientation and Efficiency. The three constructs were tested individually to determine their mediating effect on the relationship between Knowledge Management and Organisational Performance. Thereafter, the three constructs were tested together in serial and parallel mediation to determine the role of the intermediate outcomes between Knowledge Management and the final outcome Organisational Performance.

4.3.10.a Hypotheses for Mediation

- **H_{15} Guest Satisfaction mediates the relationship between Knowledge Capture and Organisational Performance.**
- **H_{16} Customer Orientation mediates the relationship between Knowledge Capture and Organisational Performance.**
- **H_{17} Efficiency mediates the relationship between Knowledge Capture and Organisational Performance.**
- **H_{18} Guest Satisfaction mediates the relationship between Knowledge Dissemination and Organisational Performance.**
- **H_{19} Customer Orientation mediates the relationship between Knowledge Dissemination and Organisational Performance.**
- **H_{20} Efficiency mediates the relationship between Knowledge dissemination and Organisational Performance.**

4.3.10.b Hypotheses for Parallel Mediation

- **H_{21} Guest Satisfaction, Customer Orientation and Efficiency together mediate the relationship between Knowledge Capture and Organisational Performance.**
- **H_{22} Guest Satisfaction, Customer Orientation and Efficiency together mediate the relationship between Knowledge Dissemination and Organisational Performance.**

4.3.10.c Hypotheses for Series Mediation

- **H_{23} Efficiency, Customer Orientation and Guest Satisfaction sequentially and together mediate the relationship between Knowledge Capture and Organisational Performance.**
- **H_{24} Efficiency, Customer Orientation and Guest Satisfaction sequentially and together mediate the relationship between Knowledge Dissemination and Organisational Performance.**

4.4 SUMMARY OF THE PROPOSED HYPOTHESES

The summary of all the hypotheses proposed for the study have been presented in Table 4.2

Table 4.1: Proposed Hypotheses

Hypothesis	Statement of Hypothesis
H_1	Knowledge Management System positively influences Knowledge Capture.
H_2	Knowledge Management System positively influences Knowledge Dissemination.
H_3	Organisational Culture positively influences Knowledge Capture.
H_4	Organisational Culture positively influences Knowledge Dissemination.
H_5	Knowledge Capture positively influences Knowledge Dissemination.
H_6	Knowledge Capture positively influences Guest Satisfaction.
H_7	Knowledge Capture positively influences Customer Orientation.
H_8	Knowledge Capture positively influences Efficiency.
H_9	Knowledge Dissemination positively influences Guest Satisfaction.
H_{10}	Knowledge Dissemination positively influences Customer Orientation.
H_{11}	Knowledge Dissemination positively influences Efficiency.
H_{12}	Customer Orientation positively influences Organisational Performance.
H_{13}	Guest Satisfaction positively influences Organisational Performance.
H_{14}	Efficiency positively influences Organisational Performance.
H_{15}	Guest Satisfaction mediates the relationship between Knowledge Capture and Organisational Performance.
H_{16}	Customer Orientation mediates the relationship between Knowledge Capture and Organisational Performance.
H_{17}	Efficiency mediates the relationship between Knowledge Capture and Organisational Performance.
H_{18}	Guest Satisfaction mediates the relationship between Knowledge Dissemination and Organisational Performance.

H_{19}	Customer Orientation mediates the relationship between Knowledge Dissemination and Organisational Performance.
H_{20}	Efficiency mediates the relationship between Knowledge dissemination and Organisational Performance.
H_{21}	Guest Satisfaction, Customer Orientation and Efficiency together mediate the relationship between Knowledge Capture and Organisational Performance.
H_{22}	Guest Satisfaction, Customer Orientation and Efficiency together mediate the relationship between Knowledge Dissemination and Organisational Performance.
H_{23}	Efficiency, Customer Orientation and Guest Satisfaction sequentially and together mediate the relationship between Knowledge Capture and Organisational Performance.
H_{24}	Efficiency, Customer Orientation and Guest Satisfaction sequentially and together mediate the relationship between Knowledge Dissemination and Organisational Performance.

4.5 DEVELOPMENT OF THE QUESTIONNAIRE

The questionnaire consisted of a total of 35 questions for the 8 constructs viz. Knowledge Management System, Organisational Culture, Knowledge Capture, Knowledge Dissemination, Customer Orientation, Efficiency, Guest Satisfaction, and Organisational Performance.

The statements used to operationalize the constructs were adapted from previously validated instruments (Oliver, 1980; Narver and Slater, 1990; Ostroff and Schmitt, 1993; Deshpandé et al., 1993; Alavi and Leidner, 2001; Butler, 2003; Lee and Choi, 2003; Gold et al., 2001; Lawson, 2003; Baytok et al., 2014; Hennig-Thurau et al., 2002; Hennig-Thurau and Thurau 2003, Hennig-Thurau 2004; Susskind et al., 2007; Poldrugovaca et al., 2015, Milner and Furnham, 2017; Pizam and Ellis, 1999; Spinelli and Cannavos, 2000; Homburg and Pflesser, 2000; Gold et al., 2001).

The scale used to measure each construct had a number of items and was a 7-point Likert scale, where "1" denoted Strongly disagree 2. Disagree 3. Slightly agree 4. Somewhat agree 5. Slightly agree 6. Agree 7. Strongly agree. The measures and the statements denoting the measures, were validated by 2 experts.

4.5.1 Knowledge Management System

A five item scale was constructed to measure the Knowledge Management System in the hotels. The base criteria for the scale were adapted from Alavi and Leidner (2001), Gold et al. (2001), Butler (2003) and Lee and Choi (2003), as per the requirement of this study. The details of the same are provided below in table 4.3.

Table 4.2: Scale for Knowledge Management System

No	Indicator	Statement
1	**SYS1**	We have several computer systems in our hotel.
2	**SYS2**	There are several systems and procedures for keeping and sharing information.
3	**SYS3**	There is encouragement and reward for storing important information.
4	**SYS4**	There is a good communication system of information in our hotel.
5	**SYS5**	Our information system is excellent.

4.5.2 Organisational Culture

A six item scale was adapted from Gold et al. (2001), Lawson (2003) and Lee and Choi (2003), to measure the Organisational Culture in the hotels.

Table 4.3: Scale for Organisational Culture

No	Indicator	Statement
6	**CUL1**	In our hotel, employees feel they are part of a family.
7	**CUL2**	In our hotel, group interests are placed above individual interests.
8	**CUL3**	Good relations among employees is very important to all of us.
9	**CUL4**	All the employees generally have good relations with one another.

10	**CUL5**	We work in groups a lot.
11	**CUL6**	Employees do not compete among themselves much

4.5.3 Knowledge Capture

A four item scale was adapted from Gold et al. (2001), Lawson (2003) and Baytok et al. (2014) to measure the Knowledge Capture in the hotels.

Table 4.4: Scale for Knowledge Capture

No	Indicator	Statement
12	**CAP1**	A good part of what we know is entered into computers.
13	**CAP2**	A good part of what we know is recorded.
14	**CAP3**	Whatever we know is captured by our systems.
15	**CAP4**	We record what we know about customers and operations.

4.5.4 Knowledge Dissemination

A four item scale was constructed to measure the Knowledge Dissemination in the hotels, which was adapted from Lawson (2003), Baytok et al., (2014) as shown below in table 4.6.

Table 4.5: Scale for Knowledge Dissemination

No	Indicator	Statement
16	**DIS1**	We share a lot of knowledge among ourselves.
17	**DIS2**	The systems let everybody know everything.
18	**DIS3**	Sharing of knowledge is happening well.
19	**DIS4**	Information is shared well in our hotel.

4.5.5 Customer Orientation

A four-item scale was constructed to measure the Customer Orientation in the hotels which was adapted from Narver and Slater (1990), Deshpande et al. (1993), Hennig-Thurau et al. (2002), Hennig-Thurau and Thurau (2003), Hennig-Thurau (2004) and Susskind et al., (2007).

Table 4.6: Scale for Customer Orientation

No	Indicator	Statement
20	**CO 1**	We know our customers well.
21	**CO 2**	Customer information is shared by us.
22	**CO3**	We respond to customers positively.
23	**CO4**	We give importance to customers.

4.5.6 Efficiency

A four item scale was constructed to measure the Efficiency in the hotels which was adapted from Ostroff and Schmitt (1993) and Poldrugovaca et al. (2015).

Table 4.7: Scale for Efficiency

No	Indicator	Statement
24	**EFF 1**	We are very efficient in our work.
25	**EFF 2**	We do our work very well.
26	**EFF 3**	We put our resources to the best use.
27	**EFF 4**	Wastage is minimum at our hotel.

4.5.7 Guest Satisfaction

A four item scale was constructed to measure the Guest satisfaction in the hotels which was adapted from Oliver (1980), Pizam and Ellis (1999), Spinelli and Cannavos (2000), Susskind et al. (2007) and Milner and Furnham (2017).

Table 4.8: Scale for Guest Satisfaction

No	Indicator	Statement
28	**GS1**	Our guests are very happy.
29	**GS2**	Our guests are very satisfied.
30	**GS3**	Our guests are pleased with the hotel.
31	**GS4**	Our guests are delighted.

4.5.8 Organisational Performance

A four item scale was constructed to measure the Organisational Performance in the hotels which was adapted from Homburg and Pflesser (2000) and Gold et al. (2001).

Table 4.9: Scale for Organisational Performance

No	Indicator	Statement
32	PER1	The hotel makes good profits.
33	PER2	The hotel has good occupancy.
34	PER3	The hotel has a good image.
35	PER4	The hotel attracts many guests.

4.5 SUMMARY

The inputs from the preliminary interviews and the review of the literature were used in the formulation of the hypotheses. The hypotheses gave further direction for the preparation of the questionnaire and the analysis and interpretation of the quantitative study. The items for the measurement instrument were constructed based on the findings of the preliminary interviews and the review of the literature.

CHAPTER 5

DATA ANALYSIS AND FINDINGS

CHAPTER 5
DATA ANALYSIS AND FINDINGS

5.1 INTRODUCTION

This chapter elaborates on the data analysis and the findings of the study. The data has been analysed with the help of

1. Structural Equation Modelling using Partial Least Squares (PLS-SEM), covering measurement and structural models.
2. Mediation Analysis to determine the mediation of the intermediate outcomes between the Knowledge management processes and Organisational Performance.

This chapter presents the empirical findings of the objectives of the study analysed using SPSS and Smart-PLS 3. The measurement model was assessed for validity and reliability. After assessing the quality of the measurement model, the structural model was also assessed. The results of the mediating role of the intermediate outcomes- Guest Satisfaction, Customer Orientation and Efficiency between Knowledge Management Processes namely Knowledge Capture and Knowledge Dissemination and the final outcome- Organizational Performance has been presented separately. Also, the serial and parallel mediation between the independent variables (exogenous variables), Knowledge Capture and Knowledge Dissemination with the intermediate outcomes- Guest Satisfaction, Customer Orientation and Efficiency as the mediating variables and the final Outcome Organizational Performance as the dependent variable (endogenous variable) has been presented separately.

5.2 STATISTICAL DATA ANALYSIS

The data collected was statistically analysed in two steps

I. Structural Equation Modelling using Partial Least Squares technique was used for the analysis. PLS-SEM is a causal predictive approach to SEM that emphasizes prediction in estimating statistical models whose structure is designed to provide causal explanations. It is aimed at maximizing the explained variance of the dependent latent constructs (Hair et al., 2011 & 2018).

II. Mediation Analysis was done to determine the mediation of the intermediate outcomes between the Knowledge management processes and Organizational Performance.

5.2.1 Evaluation of partial least squares-structural equation modelling results

According to Hair et al. (2014), when applying PLS-SEM, researchers use a multi-stage process which involves the specification of the inner and outer models, data collection and examination, the actual model estimation, and the evaluation of results. The following review centres around the three most salient steps:

(1) model specification

(2) outer model evaluation and

(3) inner model evaluation.

5.2.1.a Model specification

The model specification stage deals with the set-up of the inner and outer models. The inner model or structural model displays the relationships between the constructs being evaluated. The outer models, also known as the measurement models, are used to evaluate the relationships between the indicator variables and their corresponding construct.

The first step in using PLS-SEM involves creating a path model that connects variables and constructs based on theory and logic (Hair et al., 2014). It is important to distinguish the location of the constructs as well as the relationships between them. After the inner model is designed, the researcher must specify the outer models. The sound specification of the outer models is crucial because the relationships hypothesized in the inner model are only as valid and reliable as the outer models.

5.2.1.b Evaluation of reflective outer model/measurement model

Once the inner and outer models have been specified, the next step is running the PLS-SEM algorithm and, based on the results, evaluating the reliability and validity of the construct measures in the outer models. By starting with the assessment of the outer models, the researcher can trust that the constructs, which form the basis for the assessment of the inner model relationships, are accurately measured and represented.

5.2.2 Reflective indicators reliability

Reflective indicators constitute a representative set of all possible items within the conceptual domain of a construct (Diamantopoulos and Winklhofer, 2001). As a result, reflective items are interchangeable, highly correlated and capable of being omitted without

changing the meaning of the construct. Reflective indicators are linked to a construct through loadings, which are the bivariate correlations between the indicator and the construct. The first step in reflective measurement model assessment involves examining the indicator loadings which represent the paths from a factor to its representative indicator variables. The absolute contribution of the indicator to the definition of its latent variable is represented by the outer loadings. Loadings above 0.708 indicate that the construct explains more than 50 per cent of the indicator's variance, and are thus considered an acceptable measure of reliability (Hair et al., 2019).

In general, the larger the loading, stronger and more reliable is the measurement model (Garson, 2016). Hair et al. (2013) suggested that items having a loading >0.70 should be retained, items having an outer loading value >0.40 and <0.70 should be omitted and that its impact on the AVE and CR of the variable should be analysed. The given item should be retained only if the AVE and CR of the variable are not above the threshold value.

5.2.3 Internal Consistency Reliability

The criteria commonly used to determine the internal consistency reliability are Cronbach's Alpha, Composite Reliability and Dijkstra and Henseler's ρ_A.

5.2.3.a Cronbach's alpha

Cronbach's alpha is another measure of internal consistency reliability that assumes similar thresholds, but produces lower values than composite reliability. By convention, the same cut-offs apply: greater or equal to 0.80 for a good scale, 0.70 for an acceptable scale and 0.60 for a scale for exploratory purposes (Garson, 2016).

5.2.3.b Composite Reliability

Jöreskog's (1971) composite reliability provides a more appropriate measure of internal consistency reliability for at least two reasons. First, unlike Cronbach's alpha, composite reliability does not assume that all indicator loadings are equal in the population, which is in line with the working principle of the PLS-SEM algorithm that prioritizes the indicators based on their individual reliabilities during model estimation. Second, Cronbach's alpha is also sensitive to the number of items in the scale and generally tends to underestimate internal consistency reliability. By using composite reliability, PLS-SEM

is able to accommodate different indicator reliabilities (i.e. differences in the indicator loadings), while also avoiding the underestimation associated with Cronbach's alpha (Hair et al., 2014). Higher values generally indicate higher levels of reliability. For example, reliability values between 0.60 and 0.70 are considered "acceptable in exploratory research," values between 0.70 and 0.90 range from "satisfactory to good". Values of 0.95 and higher are problematic, as they indicate that the items are redundant, thereby reducing construct validity (Drolet and Morrison, 2001; Diamantopoulos et al., 2012). Reliability values of 0.95 and above also suggest the possibility of undesirable response patterns (e.g. straight lining), thereby triggering inflated correlations among the indicators' error terms (Hair et al., 2019). By using composite reliability, PLS-SEM is able to accommodate different indicator reliabilities (i.e. differences in the indicator loadings), while also avoiding the underestimation associated with Cronbach's alpha (Hair et al., 2014).

5.2.3.c Dijkstra and Henseler's ρ_A

While Cronbach's alpha may be too conservative, the composite reliability may be too liberal and the construct's true reliability is typically viewed as within these two extreme values. As an alternative, Dijkstra and Henseler (2015) proposed ρ_A as an approximately exact measure of construct reliability, which usually lies between Cronbach's alpha and the composite reliability. Hence, ρ_A may represent a good compromise if one assumes that the factor model is correct (Hair et al., 2019).

5.2.4 Validity.

The second step in evaluating reflective indicators is the assessment of validity. Validity is examined by noting a construct's convergent validity and discriminant validity.

5.2.4.a Convergent Validity

It is the extent to which the variance in the parameters/items can be explained by its convergence. The metric used for evaluating a construct's convergent validity is the Average Variance Extracted (AVE) for all items on each construct. To calculate the AVE, the loading of each indicator on a construct is squared and the mean value is computed (Hair et al., 2019). Support is provided for convergent validity when each item has outer loadings above 0.70 and when each construct's AVE is 0.50 or higher (Hair et al., 2014). An AVE equal to 0.50 or higher is considered acceptable as it indicates that the construct explains at least 50 per cent of the variance of its items.

5.2.4.b Discriminant validity

Discriminant validity represents the extent to which the construct is empirically distinct from other constructs or, in other words, the construct measures what it is intended to measure. The Heterotrait-Monotrait Ratio (HTMT) used to measure Discriminant validity is defined as the mean value of the item correlations across constructs relative to the geometric mean of the average correlations for the items measuring the same construct. An HTMT value above 0.90 would suggest that discriminant validity is not present indicating that discriminant validity becomes unreliable when HTMT values are high. Henseler et al. (2015) propose a threshold value of 0.90 for structural models with constructs that are conceptually very similar. However, they suggest a lower more conservative threshold value such as 0.85 when constructs are conceptually more distinct.

5.2.5 The Standardized Root Mean Square Residual (SRMR)

SRMR is a measure of approximate fit of the researcher's model. It measures the difference between the observed correlation matrix and the model-implied correlation matrix. A model is considered to have a good fit when SRMR is less than 0.08 (Hu and Bentler, 1998). However, a more lenient cut-off of less than 0.10 has also been used (Garson, 2016).

5.2.6 Multicollinearity in reflective models

The Variance Inflation Factor (VIF) is often used to evaluate collinearity of the formative indicators. A common thumb rule is that problematic multicollinearity may exist when the VIF coefficient is higher than 4 (some use the more lenient cut-off of 5) (Garson, 2016).

5.2.7 Evaluation of inner model/structural model

Once the reliability and validity of the outer models is established, several steps need to be taken to evaluate the hypothesized relationships within the inner model. The assessment of the model's quality is based on its ability to predict the endogenous constructs. The following criteria facilitate this assessment: Coefficient of determination (R^2), cross-validated redundancy (Q^2), path coefficients and the effect size (f^2). Prior to this assessment, the researcher needs to test the inner model for potential collinearity issues. As the inner model estimates result from sets of regression analyses, their values and significance can be subject to biases if the constructs are highly correlated.

5.2.7.a Coefficient of determination (R^2)

The R^2 is a measure of the model's predictive accuracy. Another way to view R^2 is that it represents the combined effect of the exogenous variable(s) on the endogenous variable(s). This effect ranges from 0 to 1 with 1 representing complete predictive accuracy R^2, with 0.75, 0.50, 0.25 describing substantial, moderate, or weak levels of predictive accuracy respectively (Hair et al., 2011). Though R^2 is a valuable tool in assessing the quality of a PLS model, too much reliance on R^2 can prove problematic. Specifically, if researchers attempt to compare models with different specifications of the same endogenous constructs, relying only on R^2 may result in the selection of a less efficient model. For example, the R^2 will increase even if a non-significant yet slightly correlated construct is added to the model. As a result, if the researcher's only goal is to improve the R^2, the researcher would benefit from adding additional exogenous constructs even if the relationships are not meaningful. Rather, the decision for a model should be based on the adjusted R^2 , which penalizes increasing model complexity by reducing the (adjusted) R^2 when additional constructs are added to it. Adding predictors to a regression model tends to increase R^2, even if the added predictors have an only trivial correlation with the endogenous variable (Garson, 2016).

5.2.7.b Cross-validated redundancy (Q^2)

The Q^2 is a means for assessing the inner model's predictive relevance. The smaller the difference between predicted and original values the greater the Q^2 and thus the model's predictive accuracy. Q^2 value larger than zero for a particular endogenous construct indicates the path model's predictive relevance for this particular construct (Hair et al., 2014). Q^2 values higher than 0, 0.25 and 0.50 depict small, medium and large predictive relevance of the PLS-path model (Hair et al., 2019).

5.2.7.c Path coefficients

After running a PLS model, estimates are provided for the path coefficients, which represent the hypothesized relationships linking the constructs. Path coefficient values are standardized on a range from +1 to -1, with coefficients closer to +1 representing strong positive relationships and coefficients closer to -1 indicating strong negative relationships (Hair et al., 2014).

5.2.7.d Effect size (f^2)

The effect size for each path model can be determined by calculating Cohen's f^2.

The f^2 is computed by noting the change in R^2 when a specific construct is eliminated from the model. To calculate the f^2, the researcher must estimate two PLS path models. The first path model should be the full model as specified by the hypotheses, yielding the R^2 of the full model (R^2 included). The second model should be identical except that a selected exogenous construct is eliminated from the model, yielding the R^2 of the reduced model (R^2 excluded). Based on the f^2 value, the effect size of the omitted construct for a particular endogenous construct can be determined such that 0.02, 0.15, and 0.35 represent small, medium, and large effects, respectively (Cohen, 1988). If an exogenous construct strongly contributes to explaining an endogenous construct, the difference between R^2 included and R^2 excluded will be high, leading to a high f^2 value.

5.2.8 Mediation Analysis

Hair et al. (2014) proposed the following guidelines for mediation analysis.

- The significance of a direct path is to be evaluated first.
- If the direct effect is not significant, there is no mediation.
- If the direct path is significant, then include the mediating variable and use the bootstrapping procedure again.
- If the indirect path is not significant after bootstrapping, there is no mediation;
- If it is significant, then calculate the Variance Accounted For (VAF).
- VAF value of greater than 80% is full mediation; a value between 20% and 80% is partial mediation and a value less than 20% means there is no mediation.

5.2.8.a Simple mediation

When there is exactly one mediator M intervening in the causal relationship of X on Y, this is called simple mediation. Conceptually, simple mediation means that a change in X leads to change in M (path a), and that a change in M leads to change in Y (path b). The indirect effect is depicted as path ab because it is the product of the two paths that connect the predictor X to the mediator M (path a) and the mediator M to the outcome Y (path b). If the indirect effect ab is significantly greater or smaller than zero, it can be claimed that some form of mediation occurs (Zhao et al., 2010). Simple mediation is the most basic form of mediation and allows one to make inferences about the underlying mechanism that connects an independent/exogenous variable with a dependent/endogenous variable. Simple Mediation analysis was carried out to estimate the magnitude of the indirect effect of each mediating variable (Guest Satisfaction, Customer Orientation, Efficiency) individually on the

relationship between each exogenous variable-Knowledge Capture and Knowledge Dissemination and the endogenous variable, Organizational Performance. For testing the mediating effect in PLS-SEM, the bootstrapping approach has been adopted. In this approach, bootstrapping has been used twice: initially in the absence of mediation and later in the presence of mediation. It should be noted that if the direct path is not significant, there is no mediating effect (Hair et al., 2014).

5.2.8.b Parallel mediation

In some cases, there are alternative theories to explain the effect of X on Y. In such cases, investigating the role of only one mediator is not enough, particularly when one theory might propose a mediator M1 while another theory might propose a different mediator M2 for the same relationship (Hayes, 2009). Parallel mediation, which considers two or more mediators that are not causally interrelated, is the most basic extension of the simple mediation model (Hayes, 2013). Parallel mediation models enable researchers to probe different mediation theories simultaneously in a model (Guevarra and Howell, 2015; Demming et al., 2017).In this study Parallel Mediation analysis was carried out to estimate the magnitude of the indirect effect of the mediating variables; Guest Satisfaction, Customer Orientation and Efficiency in parallel on the relationship between each exogenous variable Knowledge Capture and knowledge Dissemination separately and the endogenous variable, organizational performance.

5.2.8.c Serial Mediation

Serial mediation is applied whenever two or more mediators in a model influence each other. In contrast to parallel mediation, serial mediation indicates that the mediators themselves are in a hierarchical causal relationship. Serial mediation is especially useful for investigating fine-grained causal chains of mediation (Hayes, 2013; Demming et al., 2017**)**. Serial Mediation analysis was carried out to estimate the magnitude of the indirect effect of the mediating variables; Guest Satisfaction, Customer Orientation and Efficiency sequentially on the relationship between each individual exogenous variable (Knowledge Capture and Knowledge Dissemination) and the endogenous variable organizational performance.

5.3 DESCRIPTIVE STATISTICS

5.3.1 Demography based organisation of data.

The demographic characteristics of the respondents (executives) with respect to their gender and experience in the hotel industry are presented in table 5.1 and the department based distributions of the executives with the organisation have been provided in table 5.2.

Table 5.1: Profile of the Sample

Sr No.	Demographic	Particulars	Numbers/Frequency N= 490	Percentage (%)
1	Gender	Male	294	60
		Female	196	40
2	Experience:	1 - 2 Years	96	19.59
		2 - 4 Years	107	21.84
		4 - 6 Years	111	22.65
		6 - 8 Years	63	12.86
		8 - 10 Years	45	9.18
		10 - 12 Years	25	5.10
		12 - 14 Years	13	2.65
		ABOVE 14 Years	30	6.12

Source: Researcher's computations

As shown in Table 5.1, 60% of the executives questioned were males while 40% were females. Among those interviewed, 44.49% of the executives had an experience of 2-6 years in the establishment while only 8.77% of the executives had spent 12 or more years in the establishment. 20% of the executives from the sample had an experience of not more than 2 years in the hotel. As mentioned earlier, executives having less than one year experience were not considered for the sample.

Table 5.2: Department Based Profile of Executives

Sr No	Department	Number of Executives	Percentage of Total Executives [N = 490]	Females within Department		Males within Department	
				Number	Percentage (%)	Number	Percentage (%)
1	Accounts	35	7.14 %	13	37.14 %	22	62.86 %

2	Food and Beverage	85	17.35%	22	25.88 %	63	74.11 %
3	Food Production	70	14.29%	12	17.14 %	58	82.86 %
4	Front office	115	23.47%	72	62.61 %	43	37.39 %
5	Housekeeping	77	15.71%	36	46.75 %	41	53.24 %
6	Others	108	22.04%	41	37.96 %	67	62.03 %

Source: Researcher's computations

The Front Office department contributed to the largest number of executives in the hotel sector accounting for 23.47 %. The Accounts department on the other hand accounted for only 7.14% of the total executive strength. Most of the executives in the front office were females contributing to 62.61% of the executive strength of the department. However, in all other departments except for the housekeeping department the percentage of male executives was markedly higher than the female executives and ranged between 62.03% to 82.86%. In the housekeeping department the number of male and female executives was almost similar. The percentage of male executives was highest in the Food Production department followed closely by the Food and Beverage Department (Table 5.2).

5.4 ANALYSIS USING PARTIAL LEAST SQUARES STRUCTURAL EQUATION MODELLING (PLS-SEM)

5.4.1 Assessment of Measurement and Structural Model

The measurement model was developed based on the Integrative Research Framework model (Fig.3.1).

Table 5.3: Factors studied of the Measurement and Structural Model

Measurement Model
Internal Consistency Reliability
Indicator loadings (outer loadings)
Convergent validity (AVE)
Discriminant validity: Heterotrait-Monotrait Ratio (HTMT)
Model fit (Standardized Root Mean Square Residual)
Variance Inflation Factor (VIF)
Structural Model
Coefficient of determination R^2

Cross-validated redundancy Q^2
Effect-size f^2
Path coefficients (Model Validity)

Source: Researcher's compilation

5.4.1.a Assessment Of Measurement Model

Key to the terms used for the constructs

Knowledge Management System (SYS**)**	Organisational Culture (CUL)
Knowledge Capture (CAP)	Knowledge Dissemination (DIS)
Guest Satisfaction (GS)	Customer Orientation (CO)
Efficiency (EFF)	Organisational Performance (PER)

5.4.1.a.1 Internal Consistency Reliability

Validity Criteria: Composite reliability > 0.70 is adequate for confirmatory purposes, Value > 0.80 is good. The findings have been provided in the table 5.4 below

Table 5.4: Internal Consistency Reliability

	Cronbach's Alpha	rho_A	Composite Reliability
CAP	0.859	0.866	0.855
CO	0.801	0.803	0.802
CUL	0.806	0.809	0.804
DIS	0.839	0.847	0.839
EFF	0.849	0.868	0.851
GS	0.904	0.904	0.904
PER	0.886	0.890	0.886
SYS	0.887	0.889	0.885

Source: Researcher's Computations

It can be seen in Table 5.4 that the Composite Reliability as well as Cronbach's Alpha and rho_A **(**ρ_A) of all the constructs is higher than 0.80, indicating that the items used to represent the constructs have a good internal consistency reliability. The Cronbach's Alpha

and rho_A **(**ρ_A**)** of the GS construct was 0.904 and was better than that of all other constructs studied. All constructs had a composite reliability of less than 0.95 thereby indicating that there are no redundancies or inflated correlations in the study.

5.4.1.a.2. Indicator Reliability

Validity Criteria: The Factor loading of the indicators cannot be less than 0.5 (Hair et al, 2017a)

Table 5.5: Indicator Reliability

INDICATOR	FACTOR LOADINGS
CAP1	0.793
CAP2	0.777
CAP3	0.627
CAP4	0.876
CO1	0.733
CO2	0.314
CO3	0.751
CO4	0.790
CUL1	0.690
CUL2	0.672
CUL3	0.563
CUL4	0.682
CUL5	0.744
DIS1	0.690
DIS2	0.672
DIS3	0.563
DIS4	0.682
EFF1	0.697
EFF2	0.732
EFF3	0.846
EFF4	0.821

GS1	0.844
GS2	0.852
GS3	0.824
GS4	0.830
PER1	0.789
PER2	0.729
PER3	0.889
PER4	0.835
SYS1	0.697
SYS2	0.732
SYS3	0.846
SYS4	0.821
SYS5	0.793

Source: Researcher's Computations

The factor loading of CO2 was not considered for further analysis as it was less than 0.5 and did not meet the validity criteria of the model (table 5.5). Loadings for all other factors were > 0.5 and so are significant at the level of 0.05. Thus, the items used for this study have demonstrated good indicator reliability.

5.4.1.a.3 Convergent Validity -Average Variance Extracted (AVE)

Validity Criteria: An AVE of ≥ 0.50 indicates that the construct explains 50 per cent or more of the variance of its constituents (Hair et al., 2012 & 2014, Garson 2016). The convergent validity of the construct can still be considered as adequate if the AVE is less than 0.5, provided its composite reliability is greater than 0.6 (Fornell and Larcker, 1981).

Table 5.6: Convergent Validity

Construct	Average Variance Extracted (AVE)
CAP	0.598
CO	0.575
CUL	0.453
DIS	0.569
EFF	0.594

GS	0.702
PER	0.660
SYS	0.608

Source: Researcher's Computations

As can be seen in Table 5.6, with the exception of CUL, the AVE values of all constructs exceeded the recommended threshold value of 0.5, thereby establishing convergent validity among the constructs. The AVE for CUL was 0.453 but composite reliability for the same construct was 0.804 (Table 5.4), indicating that the convergent validity of the construct is still adequate to explain the variance.

5.4.1.a.4. Discriminant Validity

Heterotrait-Monotrait Ratio (HTMT)

Henseler et al. (2015) suggested that if the HTMT value is below 0.90, discriminant validity is established between a given pair of reflective constructs. But when constructs are conceptually more distinct, a lower, more conservative, threshold value of 0.85 is suggested.

Table 5.7: Heterotrait-Monotrait Ratio

	CAP	CO	CUL	DIS	EFF	GS	PER	SYS
CAP								
CO	0.576							
CUL	0.734	0.770						
DIS	0.795	0.696	0.751					
EFF	0.622	0.888	0.711	0.696				
GS	0.555	0.790	0.630	0.605	0.716			
PER	0.556	0.723	0.626	0.576	0.589	0.812		
SYS	0.751	0.647	0.803	0.734	0.625	0.599	0.598	

Source: Researcher's Computations

Table 5.7 shows that the HTMT value of EFF and CO is 0.888 which is above 0.85, but below 0.90. All other HTMT values are below the conservative threshold of the more stringent 0.85 indicating that the criteria of discriminant validity between constructs have been satisfied and discriminant validity has been established for the model.

5.4.1.a.5 Model Fit

Accepted Value for SRMR is a value less than 0.08 (saturated model) or a more lenient cut-off of less than 0.10.

Table 5.8: Model Fit

	Saturated Model	Estimated Model
SRMR	0.063	0.104
d_ULS	2.253	6.111
d_G	0.835	0.970
Chi-Square	2,095.693	2,405.499
NFI	0.815	0.788

Source: Researcher's Computations

The SRMR value of the proposed model (Table 5.8) is 0.063, which is less than the recommended 0.08. This indicates that the model under study had a good fit.

5.4.1.a.6 Multicollinearity in Reflective Models

Variance Inflation Factor (VIF) coefficient should be lower than 4, even though some may use the more lenient cut-off of 5 for assessing Multicollinearity in reflective models (Garson 2016).

Table 5.9: Variance Inflation Factors

INDICATOR	VIF
EFF1	2.147
EFF2	2.205
EFF3	2.330
EFF4	1.592
GS1	2.529
GS2	3.478
GS3	2.633
GS4	2.533
PER1	2.160
PER2	2.361
PER3	2.623
PER4	2.356
SYS1	2.413
SYS2	2.808
SYS3	1.888
SYS4	2.272
SYS5	2.268
CAP1	2.243
CAP2	2.664
CAP3	2.092
CAP4	1.598
CO1	1.451
CO3	2.210
CO4	2.026
CUL1	1.599
CUL2	1.417
CUL3	1.548
CUL4	1.803
CUL5	1.561
DIS1	1.653
DIS2	1.681
DIS3	2.411
DIS4	2.050

Source: Researcher's Computations

Table 5.9 shows that the VIF values for all constructs were well below the more stringent threshold of 4. The highest VIF value obtained was 3.478 for the construct GS2. The VIF values for the rest of the indicators was less than 3. This indicates that the problem of multicollinearity is unlikely.

5.4.2 ASSESSMENT OF STRUCTURAL MODEL

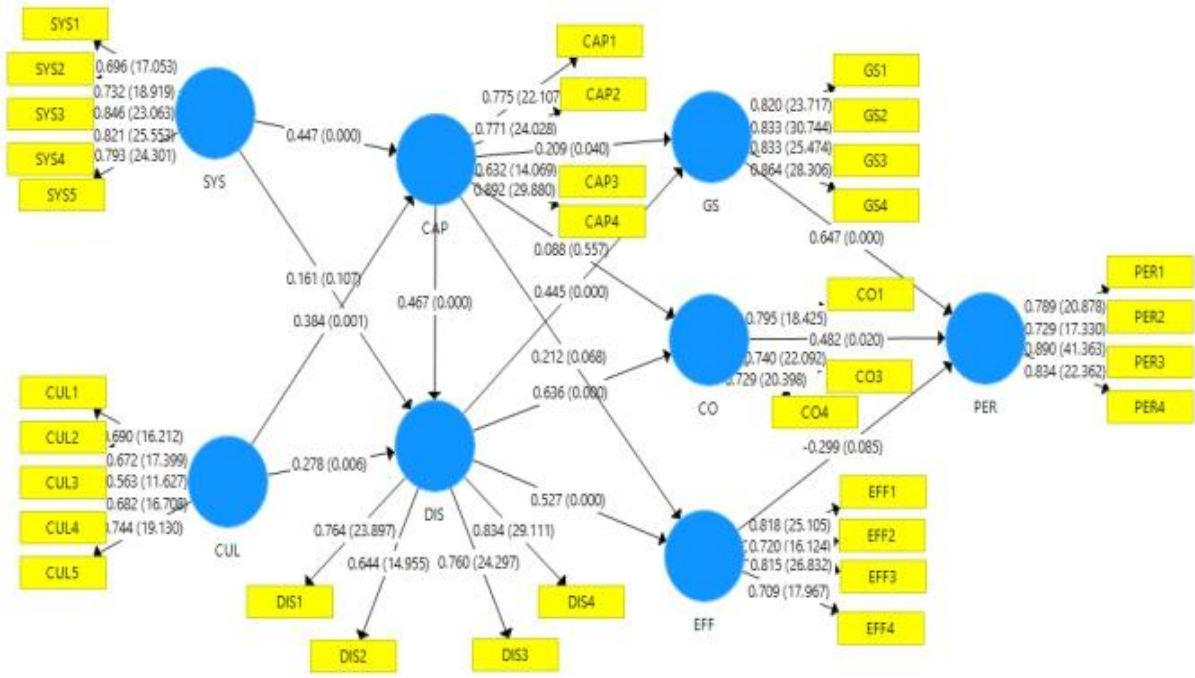

Figure 5.1: Structural Model

Source: Researcher's Model

In PLS-SEM, assessment of the structural model includes R^2 value to evaluate the model's predictive accuracy, Q^2 to evaluate the model's predictive relevance, f^2 to evaluate the substantial impact of the exogenous variable on an endogenous variable and path coefficients to evaluate the significance and relevance of structural model relationships (Hair et al., 2013).

R^2 effect value ranges from 0 to 1, with 1 representing complete predictive accuracy. R^2 values ≥0.75, 0.50-0.75 and 0.25-0.50 describe substantial moderate, or weak levels of predictive accuracy respectively (Hair et al., 2014).

Q^2 values higher than 0, 0.25 and 0.50 depict small, medium and large predictive relevance of the PLS-path model (Hair et al., 2019).

Table 5.10: R^2 & Q^2 values of the Constructs in PLS-SEM

Endogenous Latent Variable	R^2	R^2 Adjusted	Q^2
CAP	0.623	0.622	0.321
CO	0.502	0.500	0.236
DIS	0.700	0.698	0.349
EFF	0.500	0.498	0.247
GS	0.390	0.387	0.230
PER	0.699	0.697	0.389

S*ource: Researcher's Computations*

The R^2 value of GS is 0.390 which is higher than 0.25 but less than 0.50, indicating a weak predictive accuracy. R^2 values for all the other constructs ranged between 0.50 and 0.70 indicating moderate predictive accuracy of the PLS-path model.

Q^2 values of CO= 0.236 and GS= 0.230 are higher than the 0 threshold for small predictive relevance of the PLS-path model and closer to the 0.25 threshold for medium predictive relevance of the PLS-path model. The Q^2 value of EFF =0.247 and can be considered as equivalent to 0.25. The Q^2 values of all other constructs were higher than 0.25 indicating an overall medium predictive relevance of the PLS-path model.

5.4.2.b f^2 Effect

The f^2 effect size for each path model can be determined by calculating Cohen's f-square. Cohen (1988) proposed that 0.02 represents a "small" effect size, 0.15 represents a "medium" effect and 0.35 represents a "high" effect size.

Table 5.11: Table Showing f^2 Values

	CAP	CO	CUL	DIS	EFF	GS	PER	SYS
CAP		**0.006**		**0.274**	0.033	0.026		
CO							0.125	
CUL	0.139			0.080				
DIS		**0.298**			**0.204**	0.119		
EFF							0.062	
GS							**0.523**	
PER								
SYS	**0.188**			0.026				

Source: Researcher's Computations

The results shown in Table 5.11 indicate that

- the f^2 effect between CAP and CO is 0.006 which is less than 0.02 indicating a negligible effect.
- The f^2 effect values between CAP and DIS, DIS and CO, DIS and EFF and SYS and CAP indicated a medium effect
- The f^2 effect value of GS and PER was 0.523 indicating a high effect between the two constructs.

5.4.2.c Structural Path Coefficients

After running a PLS model, estimates are obtained for the path coefficients, which represent the hypothesized relationships linking the constructs. Path coefficient values are standardized on a range from -1 to +1, with coefficients closer to +1 representing strong positive relationships and coefficients closer to -1 indicating strong negative relationships (Hair et al., 2014).

Using the Smart-PLS algorithm output, the relationships between independent and dependent variables were examined. In Smart-PLS, in order to test the significance level, t-statistics for all

paths are generated using the Smart-PLS bootstrapping function. Based on the t-statistics output, the significance level of each relationship is determined. The results are shown in the Table 5.12.

All T values above 1.96 are significant at the 0.05 level, which is the case for all t values for the model. P Values are significant at < 0.05.

Table 5.12: Results of Analysis of Hypotheses

Hypo Thesis	**Relationship**	**Path Coefficient**	**Standard Deviation (STDEV)**	**T Statistics (O/STDEV)**	**P Values**	**Hypothesis Supported /Not supported**
H_1	**SYS ► CAP**	0.440	0.112	3.997	**0.000**	Supported
H_2	**SYS ► DIS**	0.159	0.100	1.611	0.107	Not supported
H_3	**CUL ►CAP**	0.393	0.114	3.359	**0.001**	Supported
H_4	**CUL ► DIS**	0.284	0.101	2.739	**0.006**	Supported
H_5	**CAP ► DIS**	0.464	0.090	5.192	**0.000**	Supported
H_6	**CAP ► GS**	0.201	0.102	2.055	**0.040**	Supported
H_7	**CAP ► CO**	0.077	0.150	0.587	0.557	Not supported
H_8	**CAP ► EFF**	0.209	0.116	1.827	0.068	Not supported
H_9	**DIS ► GS**	0.454	0.100	4.460	**0.000**	Supported
H_{10}	**DIS ► CO**	0.649	0.142	4.471	**0.000**	Supported
H_{11}	**DIS ► EFF**	0.531	0.118	4.459	**0.000**	Supported
H_{12}	**GS ► PER**	0.641	0.092	7.035	**0.000**	Supported
H_{13}	**CO ►PER**	0.501	0.207	2.326	**0.020**	Supported
H_{14}	**EFF ► PER**	-0.312	0.173	1.725	0.085	Not supported

Source: Researcher's Computations

In Table 5.12, the path coefficients EFF►PER is -0.312 indicating a negative relationship. However, the same is not statistically significant. All other path coefficients indicate positive relationships. The T statistics of the paths SYS ► DIS = 1.611, CAP ► CO = 0.587, CAP ► EFF = 1.827, EFF ► PER = 1.725 were not significant at the set confidence limit as their values are less than 1.96. The P-Values of the paths SYS ► DIS = 0.107, CAP ► CO = 0.557, CAP ► EFF = 0.068, EFF ► PER = 0.085 are not significant as their values are higher than permissible value of 0.05.

5.5 STUDY OF MEDIATIONS

5.5.1 Simple Mediation

5.5.1.a Mediation with Knowledge Capture (CAP) as the independent variable, Guest Satisfaction (GS), Customer Orientation (CO) & Efficiency (EFF) individually as the mediating variable and Organisational Performance (PER) as the dependent variable

Mediation 1

Model with GS as mediator, CAP as independent variable and PER as dependent variable

Step I. Direct CAP ► PER

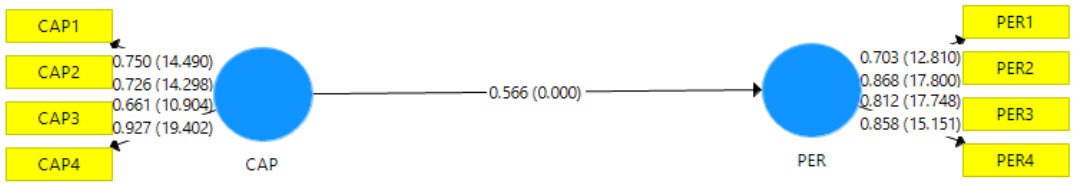

Figure 5.2: Direct Relationship between CAP and PER

Source: Researcher's Model

Table 5.13: Direct effects between CAP and PER

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
CAP ► PER	0.566	0.568	0.038	14.787	0.000

Source: Researcher's Computations

Step 2. CAP ► GS ► PER

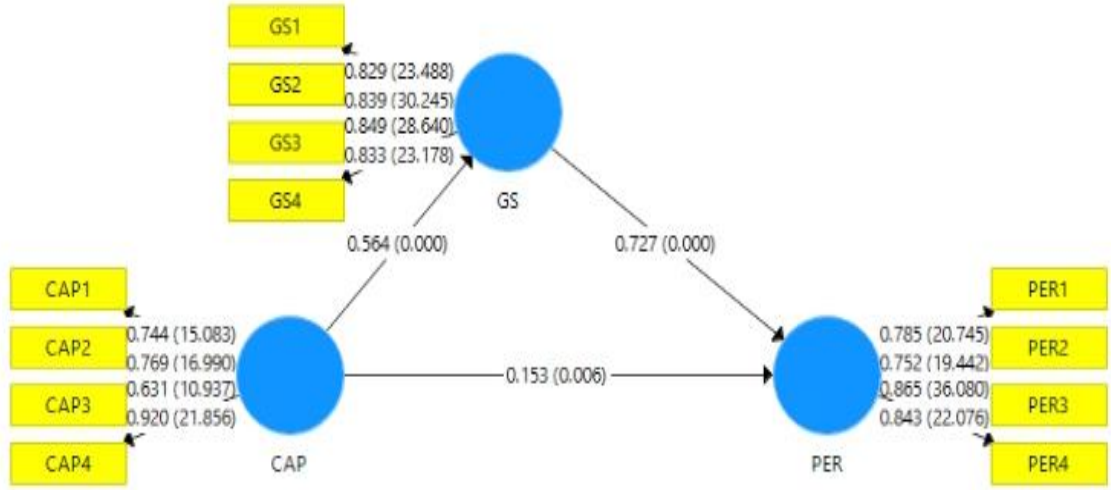

Figure 5.3: GS as mediator between CAP and PER

Source: Researcher's Model

Table 5.14: Total Indirect effects of GS as Mediator between CAP and PER

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
CAP ► GS					
CAP ► PER	0.410	0.412	0.042	9.865	0.000
GS ► PER					

Source: Researcher's Computations

Table 5.15: Total effects of GS as Mediator between CAP and PER

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
CAP ► GS	0.564	0.566	0.037	15.305	**0.000**
CAP ► PER	0.563	0.564	0.039	14.300	**0.000**
GS ► PER	0.727	0.728	0.053	13.690	**0.000**

Source: Researcher's Computations

Step 3. Calculations on Mediation (VAF)

1. Direct relationship between CAP and PER is significant
2. Total indirect effects are significant and total effects significant.
3. % mediation (VAF) = Total indirect effects x100= 0.412 x100 =73 %
   Total effects 0.564

Mediation is between 20 – 80 %. Hence there is Partial mediation

The Types of Mediation: < 20 % No Mediation
20 - 80 % Partial Mediation
> 80 % Full Mediation

Mediation 2

Model with CO as mediator, CAP as independent variable and PER as dependent variable

Step I. Direct CAP ► PER

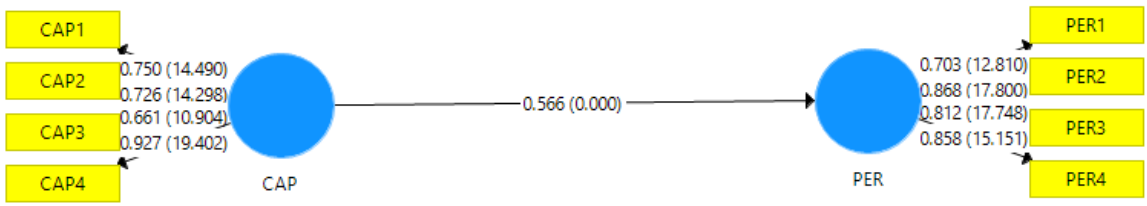

Figure 5.4: Direct Relationship between CAP and PER

Source: Researcher's Model

Table 5.16: Direct effects CAP and PER

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
CAP ► PER	0.566	0.568	0.038	14.787	0.000

Source: Researcher's Computations

Step 2. CAP ► CO ► PER

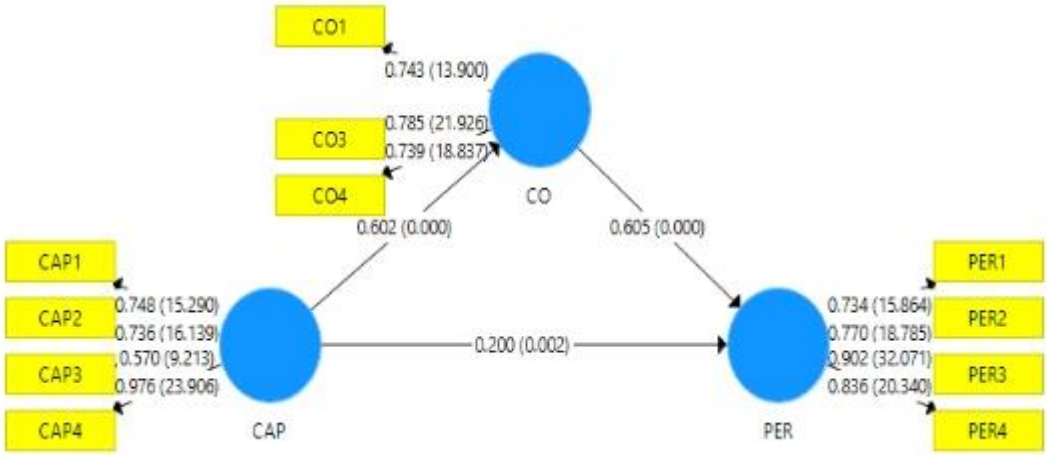

Figure 5.5: CO as Mediator between CAP and PER

Source: Researcher's Model

Table 5.17: Total Indirect effects of CO as Mediator between CAP and PER

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
CAP ► CO					
CAP ► PER	0.364	0.373	0.055	6.602	0.000
CO ► PER					

Source: Researcher's Computations

Table 5.18: Total effect of CO as Mediator between CAP and PER

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
CAP ► CO	0.602	0.612	0.047	12.803	0.000
CAP ► PER	0.563	0.565	0.039	14.454	0.000
CO ► PER	0.605	0.609	0.066	9.177	0.000

Source: Researcher's Computations

Calculations on Mediation (VAF)

1. Direct relationship between CAP and PER is significant

2. Total indirect effects are significant and total effects significant.

3. % mediation (VAF) = Total indirect effects x100 =0.373 x100 =66 %

Total effects 0.565

Mediation is between 20 – 80 %. Hence there is Partial mediation

Mediation 3.

Model with EFF as mediator, CAP as independent variable and PER as dependent variable

Step I. Direct CAP ► PER

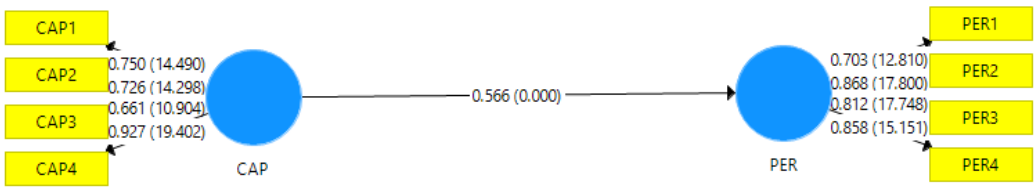

Figure 5.6: Direct Relationship between CAP & PER.

Source: Researcher's Model

Table 5.19: Direct effects CAP and PER.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
CAP ►PER	0.566	0.568	0.038	14.787	0.000

Source: Researcher's Computations

Step 2. CAP ► EFF ► PER

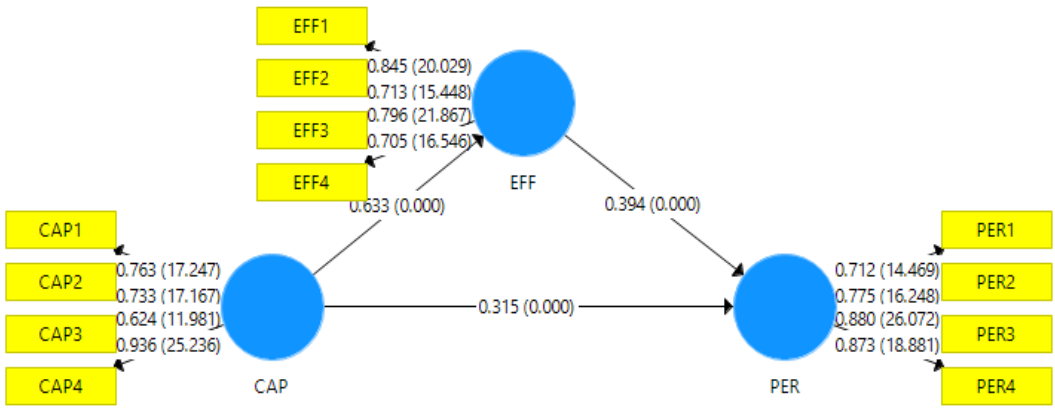

Figure 5.7: EFF as Mediator between CAP and PER

Source: Researcher's Model

Table 5.20: Total Indirect effects of EFF as Mediator between CAP and PER

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
CAP► EFF					
CAP ► PER	0.249	0.250	0.057	4.354	0.000
EFF ► PER					

Source: Researcher's Computations

Table 5.21: Total effects of EFF as Mediator between CAP and PER

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
CAP ► EFF	0.633	0.634	0.039	16.313	0.000
CAP ► PER	0.564	0.566	0.039	14.395	0.000
EFF ► PER	0.394	0.394	0.085	4.649	0.000

Source: Researcher's Computations

Step 3.

1. Direct relationship between CAP and PER is significant
2. Total indirect effects are significant and total effects significant.
3. % mediation (VAF) = Total indirect effects x100 = 0.250 x100 = 44 %
   Total effects 0.566

Mediation is between 20 – 80 %, Hence there is Partial mediation

5.5.1.b Mediation with Knowledge Dissemination (DIS) as the independent variable and with Guest Satisfaction (GS), Customer Orientation (CO) & Efficiency (EFF) individually as a mediating variable and Organisational Performance (PER) as the dependent variable

Mediation 4

Model with GS as mediator, DIS as Independent Variable and PER as Dependent Variable

Step I. Direct DIS ► PER

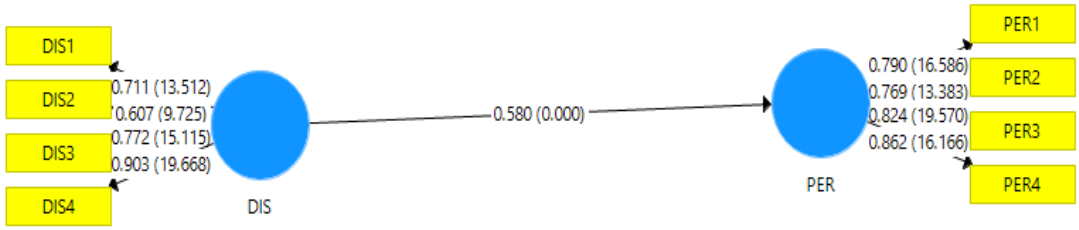

Figure 5.8: Direct Relationship between DIS and PER

Source: Researcher's Model

Table 5.22: Direct effects of DIS on PER.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
DIS ►PER	0.580	0.581	0.041	14.034	0.000

Source: Researcher's Computations

Step 2. DIS ► GS ► PER

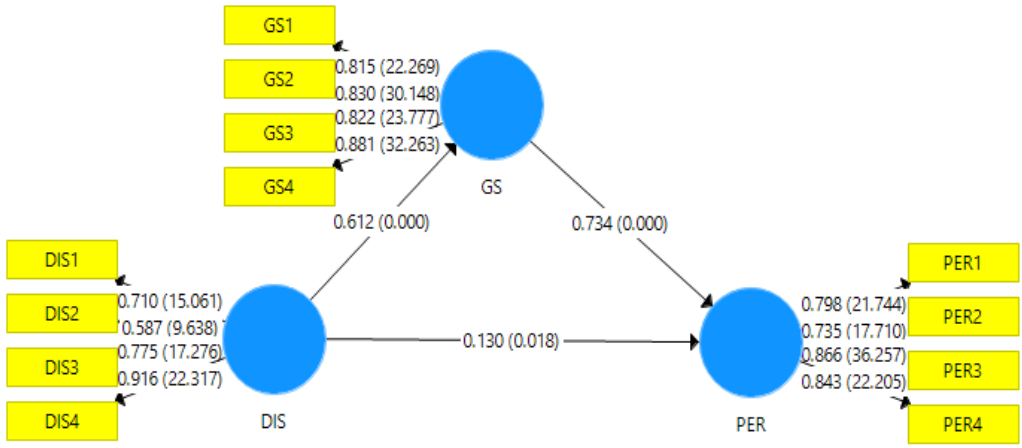

Figure 5.9: GS as Mediator between DIS and PER

Source: Researcher's Model

Table 5.23: Total Indirect effects of GS as Mediator between DIS and PER

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
DIS ► GS					
DIS ► PER	0.449	0.449	0.042	10.613	0.000
GS ► PER					

Source: Researcher's Computations

Table 5.24: Total effects of GS as Mediator between DIS and PER

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
DIS ► GS	0.612	0.612	0.038	16.036	0.000
DIS ► PER	0.579	0.579	0.042	13.908	0.000
GS ► PER	0.734	0.734	0.055	13.241	0.000

Source: Researcher's Computations

Step 3. Calculations on Mediation (VAF)

1. Direct relationship between DIS and PER is significant

2. Total indirect effects are significant and total effects significant.

3. % mediation (VAF) = Total indirect effects x100 = 0.449 x100 = 77.5%

Total effects 0.579

Mediation is between 20 – 80 %, Hence there is Partial mediation.

Mediation 5

Model with CO as mediator, DIS as Independent Variable and PER as Dependent Variable

Step I. Direct DIS ► PER

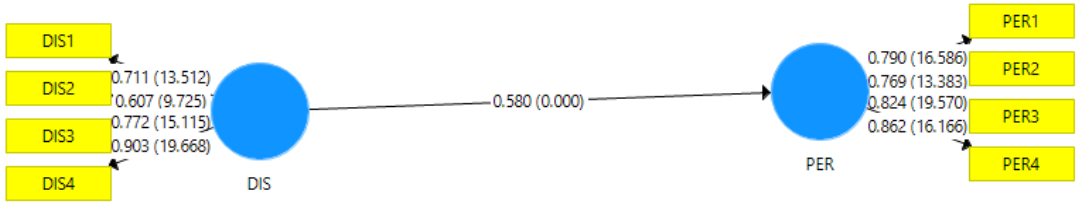

Figure 5.10: Direct Relationship between DIS and PER

Source: Researcher's Model

Table 5.25: Direct effects of DIS and PER

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
DIS► PER	0.580	0.581	0.041	14.034	0.000

Source: Researcher's Computations

Step 2. DIS ► CO ► PER

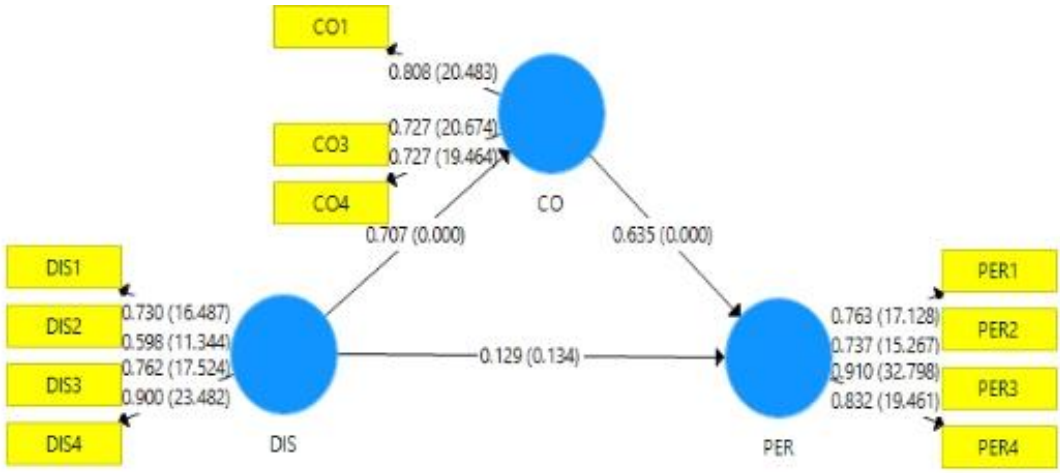

Figure 5.11: CO as Mediator between DIS and PER

Source: Researcher's Model

Table 5.26: Total Indirect effects of CO as Mediator between DIS and PER

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
CO► PER					
DIS ► CO					
DIS ► PER	0.449	0.453	0.074	6.069	0.000

Source: Researcher's Computations

Table 5.27: Total effects of CO as Mediator between DIS and PER

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
CO ► PER	0.635	0.638	0.089	7.119	0.000
DIS ► CO	0.707	0.709	0.046	15.434	0.000
DIS ► PER	0.578	0.579	0.042	13.700	0.000

Source: Researcher's Computations

Step 3. Calculations on Mediation (VAF)

1. Direct relationship between DIS and PER is significant

2. Total indirect effects are significant and total effects significant.

3. % mediation (VAF) = Total indirect effects / Total effects x100 = 0.453 / 0.579 x 100 = 78.2 %

Mediation is between 20 – 80 % hence there is Partial mediation.

Mediation 6

Model with EFF as mediator, DIS as Independent Variable and PER as Dependent Variable.

Step I. Direct DIS ► PER

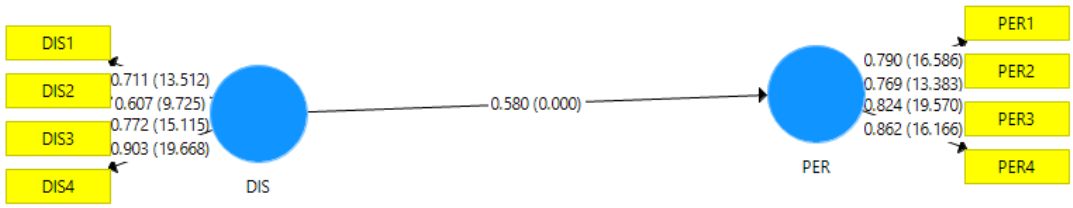

Figure 5.12: Direct Relationship between DIS and PER

Source: Researcher's Model

Table 5.28: Direct effects of DIS on PER

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
DIS ►PER	0.580	0.581	0.041	14.034	0.000

Source: Researcher's Computations

Step 2. DIS ► EFF ► PER

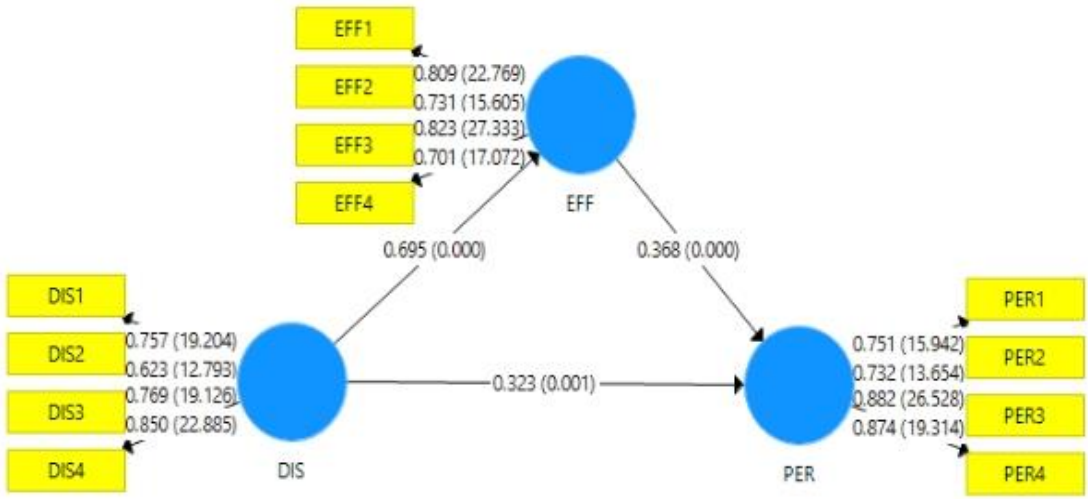

Figure 5.13: EFF as Mediator between DIS and PER

Source: Researcher's Model

Table 5.29: Total Indirect effects EFF as Mediator between DIS and PER

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
DIS ► EFF					
DIS ► PER	0.256	0.259	0.077	3.314	0.001
EFF ► PER					

Source: Researcher's Computations

Table 5.30: Total effects of EFF as Mediator between DIS and PER

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
DIS ► EFF	0.695	0.696	0.043	16.243	0.000
DIS ►PER	0.579	0.579	0.042	13.663	0.000
EFF► PER	0.368	0.371	0.103	3.561	0.000

Source: Researcher's Computations

Step 3. Calculations on Mediation (VAF)

1. Direct relationship between DIS and PER is significant

2. Total indirect effects are significant and Total effects significant.

3. % mediation (VAF) = Total indirect effects x100 = 0.259 x100 = 44.7%

Total effects 0.579

Mediation is between 20 – 80 %, Hence there is Partial mediation

Table 5.31: Table showing the results of the Analysis of Mediations

Hypothesis	Statement of the Hypothesis	Percentage of Mediation (% VAF)	Type of Mediation	Hypothesis Supported/ Not Supported
H_{15}	Guest Satisfaction mediates the relationship between Knowledge Capture and Organisational Performance	73	Partial	SUPPORTED
H_{16}	Customer Orientation mediates the relationship between Knowledge Capture and Organisational Performance.	66	Partial	SUPPORTED
H_{17}	Efficiency mediates the relationship between Knowledge Capture and Organisational Performance.	44	Partial	SUPPORTED
H_{18}	Guest Satisfaction mediates the relationship between Knowledge Dissemination and Organisational Performance	77.5	Partial	SUPPORTED
H_{19}	Customer Orientation mediates the relationship between Knowledge Dissemination and Organisational Performance.	78.2	Partial	SUPPORTED
H_{20}	Efficiency mediates the relationship between Knowledge dissemination and Organisational Performance.	44.7	Partial	SUPPORTED

Source: Researcher's Compilation

Based on the above criteria, the hypothesis H15, H16, H17, H18, H19 and H20 showed partial mediation. However, hypothesis H18 and H19 showed 77.5% and 78.2% mediation respectively which was close to the full mediation limit of 80%.

5.5.2 Parallel Mediation

5.5.2.a Parallel mediation with CAP as independent variable GS, CO & EFF as mediating variables and PER as the dependent variable

Step I. Direct CAP ► PER

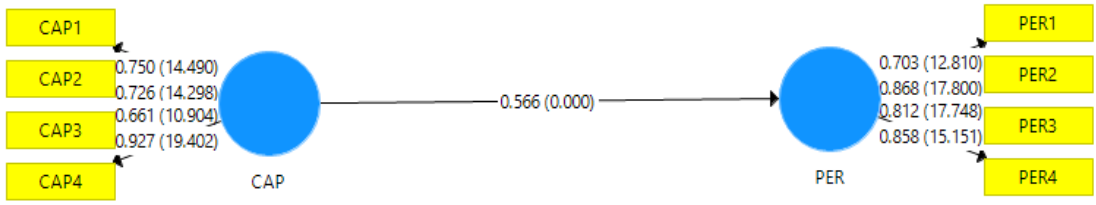

Figure 5.14: Direct Relationship Between CAP and PER

Source: Researcher's Model

Table 5.32: Direct Relationship between CAP and PER

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
CAP ► PER	0.566	0.568	0.038	14.787	0.000

Source: Researcher's Computations

Step 2. Parallel Mediation CAP ► PER

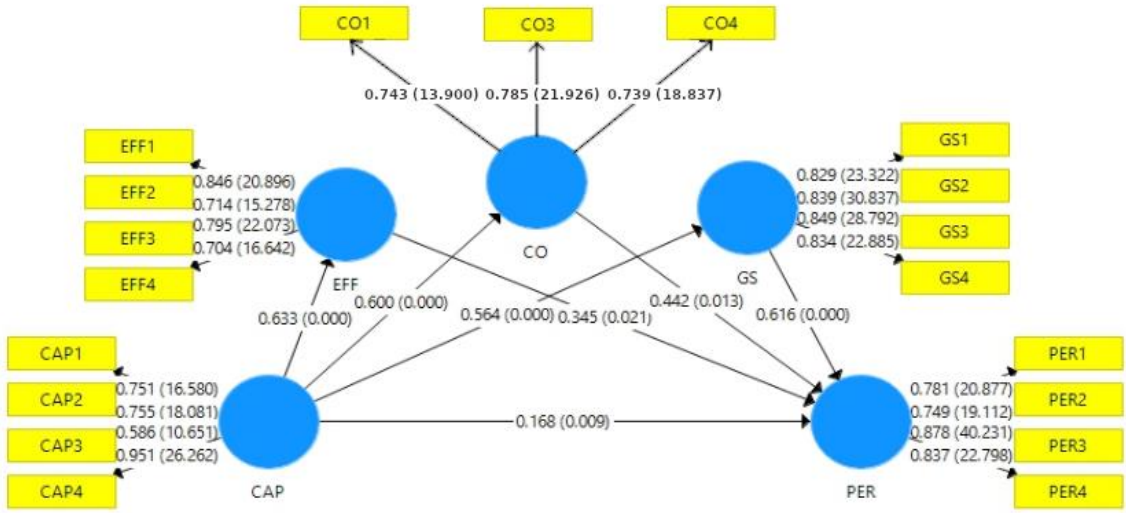

Figure 5.15: Parallel Mediation between CAP and PER by CO, GS & EFF

Source: Researcher's Model

Table 5.33: Specific Indirect effect of Parallel Mediation between CAP and PER by CO, GS & EFF

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
CAP► CO ► PER	0.266	0.266	0.115	2.312	**0.021**
CAP►EFF► PER	-0.218	-0.214	0.097	2.254	**0.024**
CAP ► GS ► PER	0.348	0.351	0.056	6.258	**0.000**

Source: Researcher's Computations

In PLS-SEM there is parallel mediation if the specific indirect effect for the relationship is significant. A parallel mediation is observed between CAP and PER with the three mediating Variables GS, CO and EFF, as all the three relationships are significant.

5.5.2.b Parallel Mediation with DIS as Independent Variable, GS, CO and EFF as mediating variables and PER as the Dependent Variable

Step I. Direct DIS ► PER

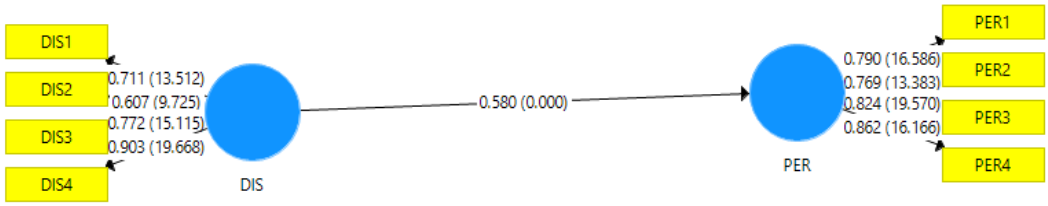

Figure 5.16: Direct Relationship between DIS and PER

Source: Researcher's Model

Table 5.34: Direct Relationship between DIS and PER

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
DIS ► PER	0.580	0.581	0.041	14.034	0.000

Source: Researcher's Computations

Step 2. Parallel Mediation DIS ► PER

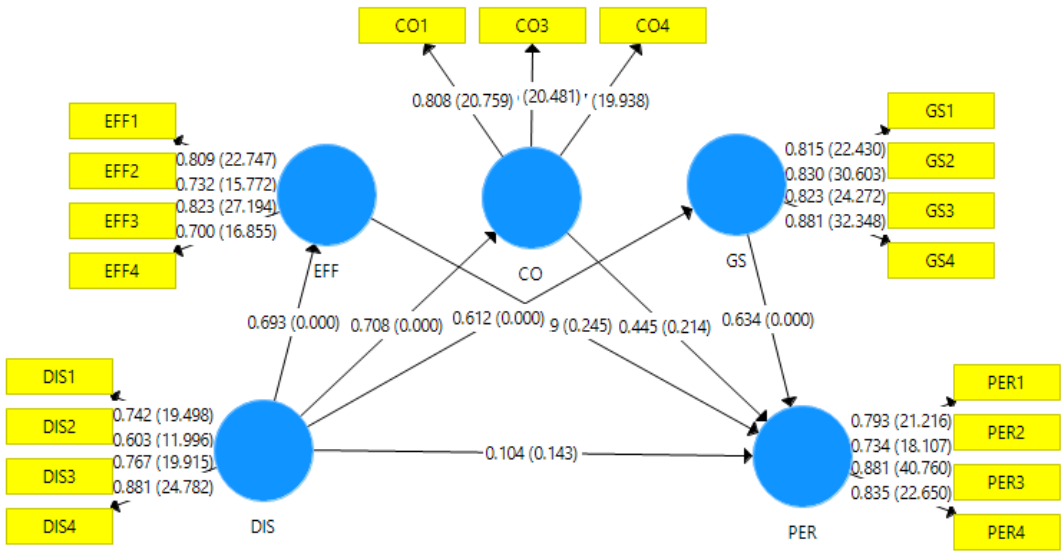

Figure 5.17: Parallel Mediation between DIS and PER by CO, GS & EFF

Source: Researcher's Model

Table 5.35: Indirect effect of Parallel Mediation between DIS and PER by CO, GS & EFF

	Original Sample (O)	**Sample Mean (M)**	**Standard Deviation (STDEV)**	**T Statistics (O/STDEV)**	**P Values**
DIS ► CO► PER	0.315	0.327	0.273	1.156	**0.248**
DIS ►EFF ► PER	-0.228	-0.238	0.207	1.098	**0.272**
DIS ► GS ► PER	0.388	0.386	0.075	5.202	**0.000**

Source: Researcher's Computations

In PLS-SEM parallel mediation effect is considered to exist, if the specific indirect effect for the relationship is significant. There is no parallel mediation for DIS with the three mediating variables GS, CO and EFF as two of the three relationships are not significant (Table 5.35).

Table 5.36: Table showing the Analysis of Parallel Mediation

Hypothesis	**Statement of the Hypothesis**	**Path**	**P Value**	**Hypothesis Supported/ Not Supported**
H_{21}	Guest Satisfaction, Customer Orientation and Efficiency together mediate the relationship between Knowledge Capture and Organisational Performance.	CAP ► CO ►PER	0.021	**Supported**
		CAP►EFF► PER	0.024	
		CAP ► GS► PER	0.000	
H_{22}	Guest Satisfaction, Customer Orientation and Efficiency together mediate the relationship between Knowledge Dissemination and Organisational Performance	DISS ► CO►PER	0.248	**Not Supported**
		DISS►EFF► PER	0.272	
		DISS► GS ► PER	0.000	

Source: Researcher's Compilation

The path coefficients for each of the paths CAP ► CO ► PER (P value - 0.021), CAP ► EFF ► PER (P value - 0.024) and CAP ► GS ► PER (P value - 0.000) have P values of 0.021, 0.024 and 0.000 that at significant at 95% level of confidence (Table 5.36). These support the Hypothesis **H_{21}** which states that Guest Satisfaction, Customer Orientation and Efficiency together mediate the relationship between Knowledge Capture and Organisational Performance.

The path coefficients of the path DIS ► GS► PER has a P value of 0.000 but the associated path coefficients of DIS ► CO ► PER (P value - 0.248) and DIS ► EFF ► PER (P value - 0.272) are not significant. These data findings indicate that Hypothesis H_{22} which states that Guest Satisfaction, Customer Orientation and Efficiency together mediate the relationship between Knowledge Dissemination and Organisational Performance, is not supported.

5.5.3 Serial Mediation

5.5.3.a Serial mediation with CAP as independent variable GS, CO & EFF as mediating variables and PER as the dependent variable.

Step I. Direct CAP ► PER

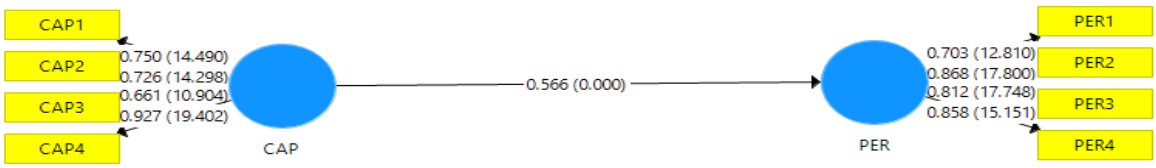

Figure 5.18: Direct Relationship between CAP and PER

Source: Researcher's Model

Table 5.37: Direct effect CAP and PER

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
CAP ► PER	0.566	0.568	0.038	14.787	0.000

Source: Researcher's Computations

Step 2. Serial Mediation CAP ► PER

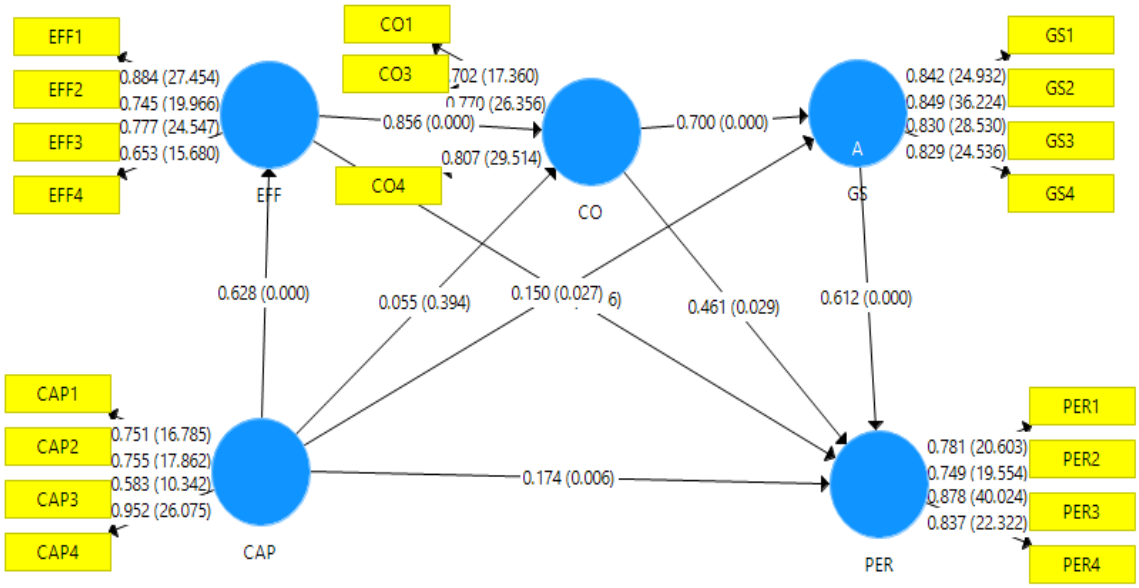

Figure 5.19: Serial Mediation CAP ► EFF ► CO ► GS ► PER

Source: Researcher's Model

Table 5.38: Specific Indirect effects CAP ► EFF► CO ► GS ► PER

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
CAP► EFF ► CO► GS► PER	0.231	0.231	0.052	4.423	0.000

Source: Researcher's Computations

In PLS-SEM for serial mediation, the mediation effect is proved if the specific indirect effect for the relationship is significant. There is serial mediation for CAP with the three mediating Variables GS, CO and EFF as the relationship CAP ► EFF ► CO ► GS ► PER is significant with T=4.423.

5.5.3.b Serial mediation with DIS as independent variable GS, CO & EFF as mediating variables and PER as the dependent variable

Step I: Direct DIS ► PER

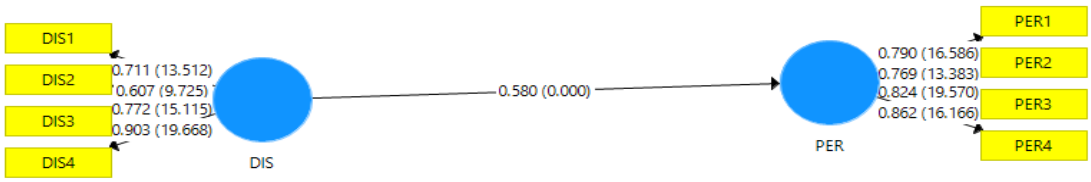

Figure 5.20: Direct Relationship between DIS and PER

Source: Researcher's Model

Table 5.39: Direct Relationship between DIS and PER

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
DIS ► PER	0.580	0.581	0.041	14.034	0.000

Source: Researcher's Computations

Step 2. Serial Mediation DIS ► PER

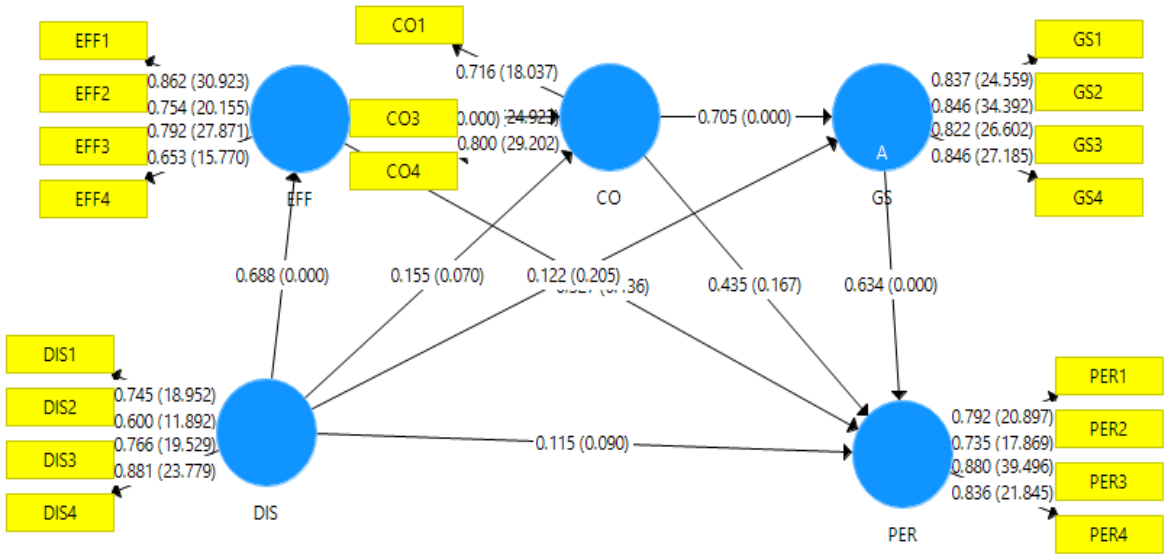

Figure 5.21: Serial Mediation DIS ► EFF ► CO ► GS ► PER

Source: Researcher's Model

Table 5.40: Specific Indirect Effects Serial Mediation DIS ► EFF ► CO ► GS ► PER

	Original Sample (O)	**Sample Mean (M)**	**Standard Deviation (STDEV)**	**T Statistics (O/STDE|)**	**P Values**
DIS ► EFF ► CO ► GS ► PER	0.241	0.245	0.095	2.546	**0.011**

Source: Researcher's Computations

In PLS-SEM for serial mediation, the mediation effect is proved if the specific indirect effect for the relationship (Path) is significant. A significant relationship is observed in the serial mediation for DIS with the three mediating Variables GS, CO and EFF in the path DIS ► EFF ► CO ► GS ► PER with a T value of 2.546.

Table 5.41: Table Showing the Analysis of Serial Mediation

Hypothesis	**Statement of the Hypothesis**	**Sample Mean (M)**	**Standard Deviation (STDEV)**	**T Statistics (O/STDEV)**	**P Value**	Hypothesis **Supported /Not Supported**
H_{23}	Efficiency, Customer Orientation and Guest Satisfaction sequentially and together mediate the relationship between Knowledge Capture and Organisational Performance.	0.231	0.052	4.423	0.000	Supported

H_{24}	Efficiency, Customer Orientation and Guest Satisfaction sequentially and together mediate the relationship between Knowledge Dissemination and Organisational Performance.	0.245	0.095	2.546	0.011	Supported

Source: Researcher's Compilations

The path coefficient for the path CAP ► EFF ► CO ► GS► PER has a T value of 4.43 that is significant at P=0.00 (Table 5.41). This supports the Hypothesis H_{23} which states that Guest Satisfaction, Customer Orientation and Efficiency together sequentially mediate the relationship between Knowledge Capture and Organisational Performance. This mediation is statistically significant. The path coefficient for the path DIS ► EFF► CO ► GS ► PER has a T value of 2.546 that is significant at P=0.011. This data finding supports the Hypothesis H_{24} which considers that Guest Satisfaction, Customer Orientation and Efficiency sequentially but significantly mediate the relationship between Knowledge Dissemination and Organisational Performance.

5.6 FINDINGS OF THE STUDY:

The findings of the study can be summed up by the following

- Knowledge Management System has a positive significant influence on the Knowledge Management Process of Knowledge Capture (t=3.997, p=0.001), but it does not significantly influence Knowledge Dissemination (t=1.611, p=0.107**).**

- Organisational Culture positively influences the Knowledge Management Processes of Knowledge Capture (t=3.359, p=0.001) and Knowledge Dissemination (t=2.739, p=0.006). Both these relationships are statistically significant.
- Knowledge Capture has a significant positive influence on Knowledge dissemination (t= 5.192, p=0.000).
- Knowledge Capture has a positive influence on the intermediate outcome Guest Satisfaction (t=2.055, p=0.040) but does not significantly influence Customer Orientation (t=0.587, p=0.557) and efficiency (t=1.827, p=0.067).
- Knowledge Dissemination has a significant positive influence on Customer Orientation (t=4.471, p=0.000), Guest Satisfaction (t=4.460, p=0.000) and Efficiency (t=4.459, p=0.000).
- The intermediate outcomes Guest Satisfaction (t=7.035, p=0.000) and Customer Orientation (t=2.326, p=0.020) positively influence Organisational Performance.
- The intermediate outcome Efficiency does not significantly influence Organisational Performance (t=1.725, p=0.085).
- The intermediate outcomes Guest Satisfaction (73% VAF) Customer Orientation (66% VAF) and Efficiency (44% VAF) partially mediate the relationship between Knowledge Capture and Organisational Performance individually.
- The intermediate outcomes Guest Satisfaction (77.5% VAF) Customer Orientation (78.2% VAF) and Efficiency (44.7% VAF) partially mediate the relationship between Knowledge Dissemination and Organisational Performance individually.
- Parallel mediation by the intermediate outcomes, Guest Satisfaction, Customer Orientation, and Efficiency, exists between Knowledge Capture and Organisational Performance [CAP ► EFF ► PER (t = 2.254, p = 0.024), CAP ► CO ► PER (t= 2.312, p = 0.021), and CAP ► GS ► PER ((t = 6.258, p = 0.000)].
- Parallel mediation by the intermediate outcomes, Guest Satisfaction, Customer Orientation, and Efficiency, does **NOT** exist between Knowledge Dissemination and Organisational Performance, [DIS ► GS► PER (t =5.202, p= 0.000) but DIS ► CO ► PER (t = 1.156, p = 0.248) and DIS ► EFF ► PER (t= 1.098, p=0.272) are not significant].

- There is Serial mediation between Knowledge Capture and Organisational Performance by the intermediate outcomes, Efficiency, Customer Orientation, and Guest Satisfaction. ($t = 4.43$, $p = 0.000$ for the path CAP ► EFF ► CO ► GS► PER).

- There is Serial mediation between Knowledge Dissemination and Organisational Performance by the intermediate outcomes, Efficiency, Customer Orientation, and Guest Satisfaction. ($t= 2.546$, $p=0.011$ for the path DIS ► EFF► CO ► GS ► PER).

5.7 SUMMARY

The measurement and structural assessment of the integrated Knowledge Management model was done and the analysis and the results using PLS-SEM presented in this chapter shows that the model holds good in the Hospitality sector.

A detailed mediation analysis was done, consisting of mediation with individual constructs, serial mediation and parallel mediation, which shows the effect and extent of mediation by the intermediate outcomes between Knowledge Management Processes and Organisational Performance.

The model has established a strong relationship between the Knowledge management enablers, Knowledge Management Processes, intermediate outcomes and Organisational Performance.

CHAPTER 6

SUMMARY AND CONCLUSIONS

CHAPTER 6

SUMMARY AND CONCLUSIONS

6.1 INTRODUCTION

This chapter provides a summary of the hypotheses in relation to the findings obtained from the data analysis.

This chapter provides

a. The findings in relation to the Integrated Model of Knowledge Management
b. The relationship between the Knowledge enablers, Knowledge Management Processes, the intermediate outcomes and the final outcome - Organisational Performance
c. The mediating role of the intermediate outcomes- Guest Satisfaction, Customer Orientation and Efficiency between the Knowledge Management processes, Knowledge Capture and Knowledge Dissemination and the final outcome- Organisational Performance.

The contribution of the study to Knowledge Management in the hospitality sector at large and its managerial implications, the limitations of the study and probable direction for future research are also discussed in this chapter.

6.2 SUMMARY OF FINDINGS AND DISCUSSION

The review of the literature in Knowledge Management in general and Knowledge Management in the Hospitality industry in particular has provided the underlying foundation for this study. The literature in this area as cited in chapter 2 indicates that several earlier research studies have acknowledged the importance of KM as an essential tool that provides a competitive advantage to an organization (Hibbard,1997; Wiig, 1997; Grayson and O'Dell,1998; Alavi and Leidner, 2001). This in turn determines the growth and survival of the organisation (Scott and Laws, 2006; Sainaghi, 2010). However, literature on research in knowledge management in the hospitality sector is scarce and limited (Hallin and Marnburg, 2008).

This study attempts to plug in this gap and study the efficacy of KM in the hospitality sector. The gaps in the available literature led to the formulation of the research question, “How do

Knowledge Management Enablers influence Organisational Performance through Knowledge Management Processes in the Hospitality sector?" In an attempt to address the above question, this research follows an integrative approach in Knowledge Management adapted from a framework proposed by Lee and Choi (2003). In this framework, an attempt is made to determine the role of Knowledge Management in an organisation, the influence of the Knowledge Management Enablers on Knowledge Management, as well as on the outcomes of Knowledge Management.

As already detailed in Chapter 4 (table 4.1), a total of 24 hypotheses were proposed at the outset of this study.

- **Hypotheses H_1 to H_{14}** were proposed to predict the relationships between the different components of the Integrated Knowledge management model (Fig 4.1).
- **Hypotheses H_{15} to H_{17}** included the mediated relationships between Knowledge Capture and Organisational performance and the intermediate outcomes- Guest Satisfaction, Customer orientation and Efficiency.
- **Hypotheses H_{18} to H_{20}** are the mediated relationships between Knowledge Dissemination and Organisational Performance and the intermediate outcomes, Guest Satisfaction, Customer orientation and Efficiency.
- **Hypotheses H_{21}** denotes the parallel mediation between Guest Satisfaction, Customer Orientation and Efficiency collectively with Knowledge Capture and Organisational Performance.
- **Hypotheses H_{22}** denotes the parallel mediation between Guest Customer Orientation and Efficiency together with Knowledge Dissemination and Organisational Performance.
- **Hypotheses H_{23}** denotes the serial mediation collectively between the intermediate outcomes in the sequence Efficiency, Customer Orientation and Guest Satisfaction with Knowledge Capture and Organisational Performance.
- **Hypotheses H_{24}** denotes the serial mediation collectively between the intermediate outcomes in the sequence Efficiency, Customer Orientation and Guest Satisfaction with Knowledge Dissemination and Organisational Performance.

Using the Smart-PLS algorithm output, the relationships between independent and dependent

variables were examined and the significance level of each relationship determined; the mediation effect was also tested.

6.2 a. Structural Model (Hypothesis $H_1$to H_{14})

The summary of hypotheses and results, based on the results of the analysis provided in Chapter 5 (Table 5.12). The final research model after testing is given in figure 6.1

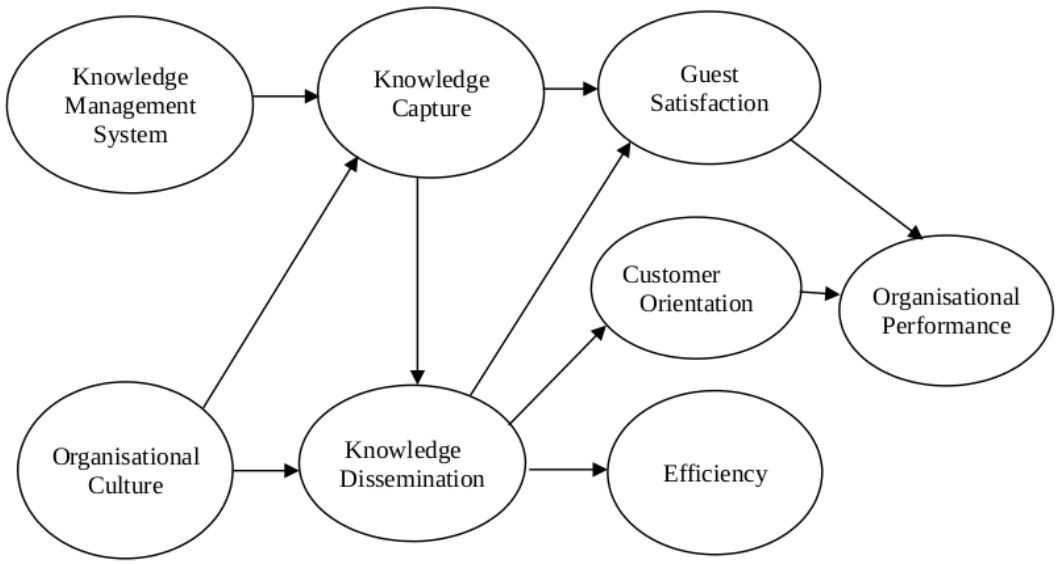

Figure 6.1: Final Research Model
Source: Researcher's Model

The data analysis of the study indicated that the Knowledge Management System has a significant positive influence (p=0.001) on the Knowledge Management Process of Knowledge Capture. This data implies that KMS (SYS) helps Knowledge Capture as the explicit knowledge can be captured in the form of documents or digital data. However, KMS does not significantly influence Knowledge Dissemination (p=0.107). Knowledge Dissemination consists of Knowledge Sharing and Knowledge Transfer. The knowledge that is handled in Knowledge Dissemination could be primarily tacit knowledge that is stored in the employee's memory and needs to be directly transferred from employee to employee without the use of any intermediary medium. In this case, there is a higher probability of this knowledge getting lost with the passage of time. The loss of this knowledge to the organisation becomes more profound with the employee leaving the organisation. Hence there is a need to convert the available tacit to the readily manageable explicit knowledge.

This study has shown that the Organisational Culture of a hotel establishment has a significant positive influence on the Knowledge Management Processes of Knowledge Capture (p=0.001) and Knowledge Dissemination (p=0.006). This is in tune with literature which says that Organisational Culture enables Knowledge Management in an organisation (Gold et al., 2001; Alavi et al., 2005; Zheng, 2005). The present study has shown that Knowledge Capture positively influences Knowledge Dissemination (p= 0.000). This finding proves that the Knowledge Management Process, Knowledge Capture, has a sequential impact on Knowledge Dissemination. This could further imply that the explicit knowledge captured has a positive correlation with the tacit knowledge available in the organisation. The explicit knowledge coupled with the tacit knowledge if disseminated throughout the hotel could lead to improved profitability and better returns and ultimately better Organisational Performance. Bouncken (2002) suggested that KM as a whole greatly influences Guest Satisfaction. Manning and Thorne (2002) stated that KM in an organisation influences its Customer Orientation. Carneiro (2001) showed a positive relationship between KM and Efficiency. Al-Hawamdeh (2002) reported that Organizational Efficiency is significantly influenced by Knowledge Management. However, there was no available literature addressing the effect of the individual KM processes namely, Knowledge Capture and Knowledge Dissemination with the individual outcomes, Guest Satisfaction, Customer Orientation, and Efficiency. This study has shown that among the KM processes, Knowledge Capture positively influences the intermediate outcome, Guest Satisfaction (p=0.040). However, it does not significantly influence the other intermediate outcomes Customer Orientation (p=0.557) and Efficiency (p=0.067). Knowledge Dissemination on the other hand positively influences all the intermediate outcomes, (Customer Orientation p=0.000, Guest Satisfaction p=0.000 and Efficiency p=0.000). Huang (1998) stated that continuous improvement in operational efficiency and productivity is essential to long term earning growth**.** However, in this study the intermediate outcome Efficiency does not significantly influence Organisational Performance (p=0.085). This is probably because the present study was carried out for a short duration of time with a large portion of the management executives used as study samples having an experience of 2 to 6 years in the organisation. In any organisation the number of senior executives with more experience becomes lesser as one goes up the management hierarchy.

Organisational Performance is significantly influenced by Guest Satisfaction (p=0.000) and Customer Orientation (p=0.020). This relationship of GS and OP has been supported by Reichheld and Teal (1996), Oppermann (1998) and Hill et al. (2007). The relationship between CO and OP is in tune with the earlier findings of Jaworski and Kohli (1993) and Jeong and Hong (2007) who proposed that greater CO leads to better OP.

6.2.b Mediations (Hypothesis H_{15} to H_{20})

The statistical data on the mediations in the hypothesis provided in the Table 5.31 imply that:

1. The relationship between Knowledge Capture and Organisational Performance is partially mediated by the intermediate Outcomes, Guest Satisfaction, Customer Orientation and Efficiency which shows that individually, they have an effect on Organisational Performance. However, it may be noted that the percentage of mediation of the relationship between Knowledge Capture and Organisational Performance of 73 % by Guest Satisfaction is quite close to the cut out of 80% which is the threshold for full mediation.

2 The relationship between Knowledge Dissemination and Organisational Performance is partially mediated by the intermediate Outcomes, Guest Satisfaction, Customer Orientation and Efficiency individually which shows that they do have an effect on Organisational Performance. However, it may be noted that the percentage of mediation of the relationship between Knowledge Dissemination and Organisational Performance of 77.5 % by Guest Satisfaction, as also the percentage of mediation of the relationship between Knowledge Dissemination and Organisational Performance of 78.2 % by Customer Orientation is quite close to the threshold of 80% for full mediation. i.e. Guest Satisfaction and Customer Orientation have a sizable mediatory role in the relationship between Knowledge Dissemination and Organisational Performance.

6.2.c Parallel mediation (Hypothesis H_{21} and H_{22})

The findings in Table 5.36 imply that:

1. The intermediate outcomes, Guest Satisfaction, Customer Orientation and Efficiency simultaneously mediate the relationship between Knowledge Capture and Organisational

Performance. This shows that the intermediate outcomes taken together influence the relationship between Knowledge Capture and Organisational Performance.

2. However, the intermediate outcomes, Guest Satisfaction, Customer Orientation and Efficiency do not collectively mediate the relationship between Knowledge Dissemination and Organisational Performance indicating that they do not have a simultaneous effect on Organisational Performance.

6.2.d Serial mediation (Hypothesis H_{23} and H_{24})

The findings presented in the Table 5.41 imply that:

1. There is serial mediation by the intermediate outcomes between Knowledge Capture and Organisational Performance. There is a hierarchical causal relationship of the intermediate outcomes between themselves and together they mediate the relationship between Knowledge Capture and Organisational Performance in the order Efficiency, Customer Orientation and Guest Satisfaction.

2. There is serial mediation by the intermediate outcomes between Knowledge Dissemination and Organisational Performance. There is a hierarchical causal relationship of the intermediate outcomes between themselves and together they mediate the relationship between Knowledge Dissemination and Organisational Performance in the order Efficiency, Customer Orientation and Guest Satisfaction.

6.3 RELATION OF THE FINDINGS TO THE THEORETICAL FRAMEWORK

According to literature, Knowledge Management Enablers are expected to have a positive influence on the Knowledge Management Processes as a whole. This study found that Organisational Culture has a positive influence on the Knowledge Management Processes as proposed in the hypothetical framework. However, the Knowledge Management Enabler, Knowledge Management System has a positive relationship only with one of the Knowledge Management processes, *viz*. Knowledge Capture but does not have any significant relationship with Knowledge Dissemination.

The widely accepted Integrative Theoretical Framework (Fig 3.1) (Lee and Choi, 2003), has considered the KM enabler, KMS as restricted to only Information Technology and the KM process to only Knowledge Creation. But some researchers have opined that KMS is not restricted only to information technology but needs to be considered in its entirety (Jennex and Olfman, 2006; King, 2007). KM Process involves Knowledge Creation, Knowledge Capture and Knowledge Dissemination in addition to Knowledge Organisation, Knowledge Storage and Knowledge Application (Probst et al. 1998; Lawson, 2003). This study considers KMS in its entirety with Information Technology as one of its components. Among the KM processes this study has gone beyond Knowledge Creation and considered Knowledge Capture and Knowledge Dissemination as the KM processes. According to the Integrative Theoretical Framework, the Knowledge Management Processes could have a positive relationship with the intermediate outcomes. However, the framework does not consider the intermediate outcomes considered in this study.

Knowledge Capture affects only Guest Satisfaction while Knowledge Dissemination has a significant impact on all the intermediate outcomes, Customer Orientation, Guest satisfaction and Efficiency. The intermediate outcomes Customer Orientation and Guest Satisfaction in turn have a positive influence on Organisational Performance but Efficiency does not have any significant relationship with Organisational Performance.

6.4 THE CONTRIBUTION OF THE STUDY.

This thesis has made a primary contribution to research in KM in the hospitality industry by identifying different constructs associated with Knowledge Management and studying an integrated model of knowledge management based on the integrative framework of Lee and Choi (2003). The KM model is considered a cross disciplinary study between Human Resources and marketing.

The contributions of this study can be more specifically listed as follows

1. The study identified the intermediate outcomes of Knowledge Management namely Guest satisfaction, Customer Orientation and Efficiency in the hospitality sector.

2. The study showed that there was a significant positive influence of Knowledge Management through the intermediate outcomes Guest Satisfaction, Customer Orientation and Efficiency on the final outcome, Organisational Performance in the hospitality sector.

3. The study linked the Knowledge Management Enablers, Organisational Culture and Knowledge Management System with Organisational Performance through Knowledge Management Processes and the intermediate outcomes Guest Satisfaction, Customer Orientation and Efficiency.

4. The study has brought out a partial mediation role individually of the intermediate outcomes, Guest Satisfaction, Customer Orientation and Efficiency between Knowledge Management processes and the final outcome Organisational Performance.

5. The study has brought out a parallel mediation role of the intermediate outcomes, Guest Satisfaction, Customer Orientation and Efficiency between Knowledge Management Process, Knowledge Capture and Organisational Performance.

6. The study did not find a parallel mediation role of the intermediate outcomes, Guest Satisfaction, Customer Orientation and Efficiency between Knowledge Management Process, Knowledge Dissemination and Organisational Performance.

7. The study has brought out a serial mediation role of the intermediate outcomes, in the sequential order of Efficiency, Customer Orientation and Guest Satisfaction between Knowledge management process, Knowledge Capture and Organisational Performance.

8. The study has brought out a serial mediation role of the intermediate outcomes, in the sequential order of Efficiency, Customer Orientation and Guest Satisfaction between Knowledge management process, Knowledge Dissemination and Organisational Performance.

6.5 MANAGERIAL IMPLICATIONS OF THE STUDY FOR THE HOSPITALITY SECTOR

Organisational Culture improves the Knowledge input processes. HR managers should nurture the organisational culture in hotels. The Knowledge Management System improves Knowledge Capture, which provides the vital explicit organisational Knowledge base. This Knowledge would give the organisation a competitive edge and better returns in the longer term. Hence a good Knowledge Management System is vital for the hotel organisation.

Knowledge Capture influences Guest Satisfaction. Human Resource managers in the hospitality establishments should ensure proper infrastructure and procedures to capture knowledge in the hotels which in turn would ensure improved Organisational Performance.

Knowledge Dissemination influences all the three intermediate outcomes- Guest Satisfaction, Customer Orientation and Efficiency. Thus, Knowledge Dissemination plays an important role in the performance of an Organisation through the intermediate outcomes. Managers should ensure proper and adequate infrastructure, opportunities and procedures for the dissemination of knowledge within the hotel/organisation to improve organisational performance and make attempts to effectively disseminate both tacit and explicit knowledge among employees.

6.6 LIMITATIONS OF THE STUDY

1. The study was limited to the geographic area of Goa.
2. The study has considered 3 Starred hotels and above rated starred hotels only.
3. The study has considered the inputs of Executives only, experienced non executives were not considered as study subjects.
4. The study has considered only the Knowledge Enablers, Knowledge Management System and Organisational Culture. Knowledge enablers like Organisational Structure, Strategy and Leadership were not considered.
5. The study has considered only the Knowledge Management Processes of Knowledge Capture and Knowledge Dissemination. Knowledge Management Processes like Knowledge Creation, Knowledge Acquisition, Knowledge Storage, Knowledge Application were not considered.

6.7 DIRECTION FOR FUTURE RESEARCH

The study has considered Knowledge Management System and Organisational Culture as Knowledge Enablers and examined their relationship with the Knowledge Management Processes. Future research could study the effects of other identified Knowledge enablers as well as identify some other Knowledge enablers which have an impact on Knowledge Management in Industry in general and the Hospitality sector in particular such as Organisational Structure, Strategy and Leadership.

The present study has considered the relationship of the Knowledge Enablers, Knowledge Management System and Organisational Culture with the Knowledge Management Processes, Knowledge Capture and Knowledge Dissemination. There is scope to study the relationship of the same Knowledge enablers with the other Knowledge management processes (*viz.* Knowledge Creation, Knowledge Acquisition, Knowledge Storage, Knowledge Application) in the hospitality as well as in other sectors.

Organisational Performance is too complex to be considered as a direct outcome of the Knowledge Management Processes. The present study has used Guest Satisfaction, Customer Orientation and Efficiency as intermediate outcomes between Knowledge Management and the final outcome Organisational Performance. Future research could identify and study some other intermediate outcomes.

Future research could study the same integrative Knowledge Management model across a. different starred hotels b. Stand-alone hotels, c. Foreign Multinational hotel chains and Indian multinational hotel chains, and determine if there are any differences. Moreover, future research could study the model separately for the different management hierarchy (i.e. lower management Cadre, Middle management Cadre and Top management Cadre). This would give finer details of the Knowledge Management scenario and help to take precise measures.

Future research could also study the influence of the intermediate outcomes of the study on Organisational Performance in other industries and investigate whether or not the outcomes have the same effect across industries. It could also explore if the outcomes themselves differ from industry to industry.

6.8 CONCLUSIONS

The research has studied an integrated model of Knowledge Management in the hospitality sector. The model has linked Knowledge Management with Organisational Performance. The antecedents to Knowledge Management i.e. Knowledge Enablers have been confirmed to aid in the Knowledge Management in the hospitality sector. The findings of this study would help the managers in aligning the intermediate outcomes Guest Satisfaction, Customer Orientation and Efficiency with Knowledge Management to ultimately have a better Organisational Performance.

The study has made theoretical and managerial contributions which would be of great help to academicians and the hotel industry in general and the Human Resource Development field in particular. The study has also outlined the directions for future research, which could guide future researchers to extend the work in this area.

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APPENDICES

APPENDIX A

QUESTIONNAIRE

KNOWLEDGE MANAGEMENT IN THE HOSPITALITY SECTOR

Dear Sir/Madam,

I am Vivek Rodrigues, a research scholar at Goa University. I am conducting this survey as part of my Ph.D. study on "Knowledge management in the hospitality sector". This study aims to understand the present status of the Human Resources in the Hospitality sector and would provide an insight to increase their efficiency.

Completion of this questionnaire will take approximately 10-15 minutes. Your answers will be treated as anonymous. The results will be used for the doctoral thesis and may also be used for presentations at conferences or journal publications, and shared with academicians and policy makers.

Part A. Some Information about Yourself and Your Hotel

5. Number of rooms _____

2. Star Rating: Unstarred 2 3 4 5 5 Deluxe

3. Nature of hotel: Business Leisure other

4. Number of employees_____

5.Your gender : Male Female

6. Your department: Front office Food and Beverage
Food Production House-keeping
Accounts Others

7.Designation: _____

8. Experience:_____ Years

9.E-mail/Phone:_____(optional)

Part B

I am approaching you with a survey to study knowledge management in hotels.Your answers are important for my study; I request you to please answer the questionnaire honestly. Please rate the following statements on a seven point scale. 1 is strong disagreement and 7 is strong agreement with the statement. Please circle your choice

No	Statement	Strongly Disagree	Dis-agree	Slightly Disagree	Somewhat Agree	Slightly Agree	Agree	Strongly Agree
1	We have several computer systems in our hotel	1	2	3	4	5	6	7
2	There are several systems and procedures for keeping and sharing information	1	2	3	4	5	6	7
3	There is encouragement and reward for storing important information	1	2	3	4	5	6	7
4	There is a good communication system of information in our hotel	1	2	3	4	5	6	7
5	Our information system is excellent	1	2	3	4	5	6	7
6	In our hotel, employees feel they are part of a family	1	2	3	4	5	6	7
7	In our hotel, group interests are placed above individual interests	1	2	3	4	5	6	7
8	Good relations among employees is very important to all of us	1	2	3	4	5	6	7
9	All the employees generally have good relations with one another	1	2	3	4	5	6	7
10	We work in groups a lot	1	2	3	4	5	6	7
11	Employees do not compete among themselves much	1	2	3	4	5	6	7
12	A good part of what we know is entered into computers	1	2	3	4	5	6	7
13	A good part of what we know is recorded	1	2	3	4	5	6	7
14	Whatever we know is captured by our systems	1	2	3	4	5	6	7

15	We record what we know about customers and operations	1	2	3	4	5	6	7
16	We share a lot of knowledge among ourselves	1	2	3	4	5	6	7
17	The systems let everybody know everything	1	2	3	4	5	6	7
18	Sharing of knowledge is happening well	1	2	3	4	5	6	7
19	Information is shared well in our hotel	1	2	3	4	5	6	7
20	We know our customers well	1	2	3	4	5	6	7
21	Customer information is shared by us	1	2	3	4	5	6	7
22	We respond to customers positively	1	2	3	4	5	6	7
23	We give importance to customers	1	2	3	4	5	6	7
24	We are very efficient in our work	1	2	3	4	5	6	7
25	We do our work very well	1	2	3	4	5	6	7
26	We put our resources to the best use	1	2	3	4	5	6	7
27	Wastages are minimum at our hotel	1	2	3	4	5	6	7
28	Our guests are very happy	1	2	3	4	5	6	7
29	Our guests are very satisfied	1	2	3	4	5	6	7
30	Our guests are pleased with the hotel	1	2	3	4	5	6	7
31	Our guests are delighted	1	2	3	4	5	6	7
32	The hotel makes good profits	1	2	3	4	5	6	7
33	The hotel has good occupancy	1	2	3	4	5	6	7
34	The hotel has a good image	1	2	3	4	5	6	7
35	The hotel attracts many guests	1	2	3	4	5	6	7

Thank You for your cooperation and for sparing your precious time.

Appendix-B
Publications based on Research

Rodrigues, V. and Mallya, P. (2019). Review of theories in Knowledge dissemination, *Alfomine International Journal of Humanities and Social Sciences*, 6(8). ISSN 2250-3890