

## **Information On Knowledge Management and Performance of Front Office Branch Hotel.**

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### **ABSTRACT**

Because of the serious problems that businesses must solve, the relevance of knowledge management is growing. This is bolstered by the fact that cognitive goals that emphasize knowledge management are gaining traction. Successful KM implementation allows businesses to boost efficiency and acquire a competitive edge. Strategic business decisions may be aided by KM. Both SPSS and Smart PLS were used to conduct statistical analyses on the gathered data.

**Keywords:** Explicit and tacit knowledge, Knowledge management, Organizations, Education, Knowledge sharing, KM Benefits

### **INTRODUCTION**

Within a few years following the publication of "Learning Organization" in 1990, scholars in the field of management saw the emergence of Knowledge Management (KM). A learning organization is one that is adept in producing, acquiring, and disseminating knowledge, as well as adapting its operations in light of ongoing learning and discovery. Information and communication technology (ICT) and the proliferation of new tools like intranets and groupware have eased communication between individuals and between groups.

A number of factors have contributed to the shift in business focus, including an increasingly sophisticated and demanding marketplace, a more in-depth understanding of business roles, and advances in the study of cognition (Brown and Duguid, 2000; Damasio, 1994, 1999; Halpern, 1989; Klein, 1998; Nonaka and Takeuchi, 1995; Schön, 1983; Wiig, 1994). Managers are gradually shifting their attention to the systematic and purposeful management of knowledge. In order to include Intellectual Capital (IC) into benchmarking businesses and managing organizations, Knowledge Management (KM) has evolved as a key concept.

Today, knowledge is seen as both a resource and an asset, and without correctly using and managing this asset, it is next to impossible to provide customers with high-quality, cost-effective goods and services. Knowledge, in this perspective, is an asset of the business on par with its other valued resources like labor, land, and cash. Many modern consulting businesses consider themselves part of the "knowledge sector," and as such, they provide their employees many chances to expand their expertise via on-the-job training.

In the twenty-first century, the world has changed due to globalization, liberalization, and technological advancement, making KM a crucial concern for the long-term success of any business (Mohajan 2016). Over the last two decades, knowledge has risen to prominence as one of a company's most valuable resources. The management of an organization's knowledge should be both efficient and effective. All around the company, in various places (databases, knowledge bases, file cabinets, and people's minds), information is stored that should be used.

A telephone call is a spoken means of communication between two or more people. The telephone was the first instrument that allowed two individuals separated by a great distance to have a direct conversation and be heard by each other. Telecommunication is one of the most popular means of exchanging information in many fields and daily activities, including but not limited to agriculture, research, culture, public health, personal service, hospitality, etc. It's a quick and easy way to get in touch with others. The ability to receive and make outgoing calls is essential for every hotel, making the telephone exchange/desk an absolute must-have. The hotel's occupancy rate is a key factor in determining the optimal configuration for the Telephone Exchange and telephone operators. Even a tiny hotel may meet its communication needs by installing a switchboard at the front desk. Calls to a bigger hotel will be routed to a separate area equipped with a switchboard and staffed by trained receptionists. This component of the hotel is responsible for maintaining the hotel's communication network and is often located near the reception area in order to coordinate for better guest services. The air conditioning at the telephone exchange ensures that the telecommunications equipment is kept at an optimal temperature for uninterrupted service. The switching office is staffed around the clock, 365 days a year. Modern travelers seldom utilize the hotel's telephone exchange since most of them have their own mobile phones.

## LITERATURE REVIEW

**Joseph Musyoki (2017)** Knowledge managers and workers need drivers because they give energy and motivation to take action. The researchers in this study set out to learn how different knowledge management drivers influence business results at a few top hotels in Nairobi. The research was conducted with the aim of gaining a better understanding of how knowledge management drivers affect the productivity of hospitality businesses. The research set out to answer the question, "To what degree do individual drivers and organizational drivers impact the performance of hospitality organizations?" in the context of the hospitality business. The input-output model of systems was used to guide the research. Multiple research strategies, including descriptive and explanatory, were used in this investigation. A total of 756 hotel workers were included in the research, and from them, a sample of 254 was taken. To achieve its aims, the research used a combination of purposeful, proportional, stratified, and systematic random sampling techniques. The hotels in Nairobi were chosen using a systematic random sampling technique. The number of guests from each of the chosen hotels who will take part in the research was determined using a proportional sampling technique. At each hotel, potential workers were divided into groups according to the departments they would be working in. A random selection process was used to find the people who would take part in the research. Data were gathered with the use of a questionnaire. Through pilot testing, we ensured that the instrument's content was legitimate. The research team used both primary and secondary resources to compile their data. Cronbach's alpha was 0.934, which is a very high-quality level. Statistics, both descriptive and inferential, were used in the investigation of the data. From the Multiple regression study, knowledge management drivers do not substantially affect organizational performance. Knowledge management drivers have little effect on organizational

performance, according to the study's findings. The research concluded that hotel management should train its employees to deal with any performance problems that may arise.

**Mohammad Khalilzadeh (2019)** The purpose of this research is to better understand the influence of knowledge management on business performance, as well as the elements that influence the empowerment and execution of this strategy. Human capital's mediating function in the connection between knowledge management and performance at Afghanistan's biggest steel factory, Kabul Steel Plant, is also investigated. Literature synthesis led to the development of the study's theoretical framework. It all started with a 48-question survey to get the ball rolling. Participants were 108 managers and administrative workers of the organization. SPSS and Smart\_PLS were used for the analysis of the data. Both the correlation analysis and the t-test statistic were used to disprove the assumptions that strategy and technology have no effect on knowledge management. The studies concluded that organizational structure, culture, leadership, and trust all positively influenced knowledge management. Also, knowledge management effects the organizational performance, both directly and via the mediating variable of human capital. In order for businesses to be competitive in today's market, it is imperative that their managers and staff make the most of the available resources inside their companies to adopt knowledge management and to strengthen knowledge management processes and human resources.

**Haradhan Kumar Mohajan (2017)** After labor, land, and money, knowledge is the most crucial input into the manufacturing process. Knowledge management and sharing are key to every successful business. Knowledge management (KM) has become more important for the long-term success of businesses in today's global marketplace. Knowledge and KM have become the most important professional elements in many disciplines of study in the twenty-first century, including but not limited to: economics, philosophy, psychology, knowledge engineering, artificial intelligence, and all areas of business. Successful KM implementation allows businesses to boost efficiency and acquire a competitive edge. Knowledge management is useful since it aids in making good business decisions. Aside from the obvious time savings from reduced redundancy, this method also improves output, training, and the quality of judgments made by new employees. This article introduces knowledge management (KM), explains why it's useful, and explains why professionals, consumers, and specialists in technology should care about it. Knowledge management (KM) and the application of knowledge are also discussed. The most significant problems and obstacles encountered while introducing KM to an organization are described. The report also delves into a knowledge manager's skillset, duties, personality type, and function. This is an effort to improve the effectiveness of an organization's use of knowledge.

**Wayan Kiki Sanjaya (2022)** This research takes a look at how happy guests are with the service they get from the front desk staff at the Bali Nusa Dua Hotel. More and more hotels are springing up, which means that in order to attract and retain customers, establishments will need to raise the bar on the level of service provided by their front desk staff. satisfaction. Of truth, even if the services in Bali Nusa Dua Hotel are decent in general, However, this had significant flaws, which made it difficult to enhance the quality of service. This study's central research question is, thus, how variations in service quality and available alternatives techniques for enhancing the quality of service at the Bali Nusa Dua Hotel's front desk. The following is descriptive quantitative analysis. Findings were gleaned through actual observation research techniques such as surveys, interviews, and document analyses. Further tabulation of the data to the study's findings, which showed that, despite the satisfaction of most guests Front desk service is one area where empathic optimization might be useful. approaches, and as a preliminary screening that resulted in happy hotel guest overnight.

**Odor HO (2018)** It is no longer strange for individuals and organizations alike to appreciate that only organizations that are innovative will survive in very turbulent economic landscape. It is also a fact that innovations can only be achieved when an organization continuously learns and becomes a learning organ. A learning organization is characterized by the stock of both tacit and explicit knowledge which it has acquired over time and how the stock of knowledge is utilized. The stock of knowledge becomes useful only when it is shared and utilized for the overall improvement in all organizational processes and human capital enhancement. This conceptual paper suggests that as important as the concept of knowledge management is, rather than treating it as a different management concept, it ought to be treated as a major component of organizational learning process. In fact, knowledge management is and should be an extension of organizational learning because when there is no learning; there will not be any knowledge to manage. This paper also discovered that lack of interpersonal relationship, lack of organizational trust, skills, and time inadequacy are the major factors that hinder organizational members from sharing knowledge.

### RESEARCH METHODOLOGY

There are five five-star hotels in Delhi, and the purpose of this research is to analyze how incorporating KM has influenced their productivity and creativity. It's because these hotels use management techniques and procedures that are ahead of the curve.

To learn how the implementation of KM influences the productivity and creativity of five-star hotels in Delhi, a survey was designed. The structure had distinct quadrants. The first part of the survey asked respondents to fill out some basic personal information and employment details. In the next piece, we dug into the topic of KM. The purpose of the survey's third section was to assess the establishment's efficiency. The authors Liao, et al., and Gopalakrishnan have created and verified the reliability of this scale. Find out how implementing knowledge management has affected productivity at the hotel by reading this section. The last question on the survey focused on hotels' levels of creativity. This metric was modified from work originally done by Uhlaner et al. and Deshpande et al. It included eight indicators of the hotel's innovative processes after implementing knowledge management.

The present research was conducted using a sample of staff from upscale hotels. There was an 83.0% response rate from the 240 questionnaires sent out (48 per hotel) to five-star establishments in Delhi. You can see which hotels were analyzed and how many surveys were handed out by consulting the table below (1).

**Table (1): Number of questionnaire forms distributed in each hotel**

Hotel name	N.O of forms	Valid forms	
		NO.	percentage

Taj Palace, New Delhi	48	40	85%
Radisson Blu New Delhi Dwarka	48	43	90%
Radisson Blu Hotel New Delhi Paschim Vihar	48	36	75%
Welcomhotel By ITC Hotels, Dwarka, New Delhi	48	38	80%
Samrat Hotel	48	43	90%
Total	240	200	83.0%

**Source:** Egyptian Hotel Association (2016).

## DATA ANALYSIS

Several statistical tests (the Shapiro-Wilk test of normality, the mean, the standard deviation, alpha Cronbach's test, the Mann-Whitney and the Kruskal-Wallis tests, spearman correlation, and simple linear regression) were performed to examine the questionnaire data in SPSS version 16.

## Results and Discussion

### Validity and Reliability

The reliability of the scale was determined using Cronbach's Alpha. Cronbach's Alpha is calculated by dividing the average inter-item covariance by the average item variance and then multiplying the result by the number of survey items. In the vast majority of cases involving social science research, a reliability coefficient of 0.7 or above is seen to be acceptable. Cronbach's Alpha was therefore determined, and as can be seen in table, the resulting coefficient is more than 0.7 across the board for all Scales (2).

**Table (2): Validity and Reliability**

Scale	Number of items	Cronbach's Alpha
Organization Culture	8	0.95
Information Technology	8	0.84

Hotel Performance	15	0.78
Hotel Innovation	8	0.91
All questionnaire	39	0.93

An assessment of the normality of data is a prerequisite for many statistical tests because normal data is an underlying assumption in parametric testing. Well-known test of normality, namely the Shapiro-Wilk test, was used. The p-value was less than 0.05 as shown in table (3). Thus, it can be concluded that the distribution of the data deems to be not normal. As a result, non-parametric tests were used.

**Table (3): Shapiro-Wilk test of the normality**

Item	Shapiro-Wilk	Sig.
Organization Culture	0.894	0.000
Information Technology	0.872	0.000
Hotel Performance	0.859	0.000
Hotel Innovation	0.843	0.000

### Respondents' demographic profile

Table 1 displays the respondents' demographic and personal information (4). According to the results, males made up 81.5% of the sample while females made up 18.5% of the total respondents. One possible explanation for this finding is that more men than women stayed at the hotels used in the research. It's possible that males, on average, are more driven and enthusiastic about working at the hotels used in the research. Seventy-seven percent of respondents had degrees in hotel management, while 22 percent have degrees in other fields.

**Table (4): Respondents demographic data**

Gender	Frequency	Percent
Male	163	81.5
Female	37	18.5
Total	200	100.0
Educational field	Frequency	Percent
Hospitality management field	155	77.5
Others	45	22.5
Total	200	100.0

**Respondents' work-related information**

The bulk of hotels (90%) are operated by a chain, whereas just 20% are individually run (Table 5). Table 7 displays the respondents' occupations; the vast majority (178, 88%) were employed in human resources, followed by those at the front desk (5, 2.5.0%), and finally those in the food and beverage service (4, 2.0%). A further 15 people (7.5%) reported working in non-reception areas, such as the kitchen or housekeeping.

**Table: (5) Respondents work related information**

Management type	Frequency	Percent
Chain Managed	180	90.0
Independently Managed	20	10.0
Total	200	100.0
Department	Frequency	Percent
Front Office	5	2.5
Restaurant	4	2.0
Human Resources	176	88.0
Others	15	7.5
Total	200	100.0

**Respondents' attitude towards study variables**

Standard deviation was 1.13 on average, with a mean of 3.65 for "Organizational culture." This indicates that the things were well received by the responders. Standard deviation was 0.458 (in relation to the mean value of 4.29) for (Information Technology). This indicates that respondents gave a positive rating to every item. Hotel Performance had a mean value of 4.42 and a standard deviation of 0.45.

What this says is that responses were positive. As a whole, "Hotel innovation" averaged 4.41, with a standard deviation of 0.48. That means the respondents' preferences were reflected in the table below (6).

**Table (6) Respondents' attitude towards the applying of the Knowledge management in hotels**

No.	Items	Mean	SD
<b>1-</b>	<b>Knowledge management</b>	<b>3.91</b>	<b>.71</b>
	A. Organization culture	<b>3.65</b>	<b>1.13</b>
	B. Information Technology	<b>4.29</b>	<b>.458</b>
2	<b>Hotel performance</b>	<b>4.42</b>	<b>.45</b>
3	Hotel innovation	<b>4.41</b>	<b>.48</b>

#### **Effect of knowledge management on hotel performance**

Hotel performance can be improved by locating and sharing useful knowledge and the potential for KM to create competitive advantage is positively linked to organizational performance (Schulz and Jobe, 2001). Liao *et al.* (2010) stressed that the overall performance of the hotel depends on the extent to which managers can mobilize all of the knowledge management resources that are held by individuals and teams and turn these resources into value-creating activities.

As can be seen in Table (7), there is evidence to suggest that there is a connection between the knowledge management independent variable and the hotel performance dependent variable. Knowledge management is also estimated to account for 20% of the variance in hotel performance, according to the model

**Table (7): Effect of knowledge management on hotel performance**

Model	Un standardized		Standardized	Adjusted R	t	Sig.
	Coefficients		Coefficients			
	B	Std. Error	Beta	square		
(Constant)	3.295	0.162			20.353	.000



1 Knowledge management	0.287	0.041	0.452	0.200	7.042	.000
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\*Dependent Variable: Hotel performance

The regression formula was:

$$\text{Hotel performance} = 3.295 + 0.287 * \text{Knowledge management}$$

### Differences between employees' demographic variables towards knowledge management application

Results in table showed that there are significant differences among respondents' opinions between their personal profile (gender, age, management type, education level, and department) and the application of knowledge management. On the other hand, there were no significant differences between respondents' experiences and the application of knowledge management.

**Table (8) Differences among respondents' opinions towards knowledge management application depending on gender**

Mean Rank		(z)	Sig. (p. Value)
Male	Female		
105.25	69.49	- 3.471	0.001

\*Significant at the 0.05 or less.

**Table (9) Differences among respondents' opinions towards knowledge management application depending on age**

Mean Rank			(x2)	Sig. (p. Value)
Less than 25 years	From 25 to 40 years	More than 40 years		
65.91	109.44	58.47	24.179	0.000

\*Significant at the 0.05 or less

**Table (10) Differences among respondents' opinions towards knowledge management application depending on education level**

Mean Rank	(x2)	Sig.
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Secondary school education	University or equivalent qualification	Other		(p. Value)
63.59	102.92	102.79	9.475	0.009

\*Significant at the 0.05 or less.

**Table (11) Differences among respondents' opinions towards knowledge management application depending on experience**

Mean Rank				(x2)	Sig. (p. Value)
Less than 1 year	1 year to 5 years	6-10 years	More than 10 years		
65.31	102.41	88.40	88.50	7.264	0.064

\*Significant at the 0.05 or less.

## CONCLUSION

Knowledge management (KM) is a collection of practices that may help a company get the most value from its existing body of information. Through this analysis, we have covered the importance of knowledge and KM strategy in reaching corporate objectives. As a result of intensified economic competitiveness, knowledge and KM have emerged as pressing concerns for a wide variety of businesses on a domestic and international scale. Knowledge management's inner workings are significantly impacted by organizational behavior. All of this research stems from assumptions that were formulated and tested statistically. This study's findings are based on an analysis of how several KM factors affect organizational success.

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