

**KNOWLEDGE MANAGEMENT FOR THE EFFICIENCY OF SERVICE
DELIVERY IN THE HOSPITALITY INDUSTRY WITHIN THE FIVE-STAR
HOTELS IN NAIVASHA, NAKURU COUNTY**

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DECLARATION

I declare that this research project is my original work and has not been presented in any other university/institution for consideration of any certification. This research project has been complemented and referenced sources duly acknowledged. Where text, data (including spoken words), graphs, pictures or tables have been borrowed from other sources, including the internet, these are specifically accredited, and references cited using current APA system and in accordance with anti-plagiarism regulations.

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Supervisor's declaration

I confirm that the work reported in this research project was carried out by the candidate under my supervision as the University supervisor.

Signature..... Date.....

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DEDICATION

This research project is dedicated to The Almighty God for life, my wife Yvonne Murenga, my children Asaph Tzuri, Ariel Kavod and Alea Yirah for their unwavering support, prayers and contribution towards the successful completion of my academic program.

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ABBREVIATIONS AND ACRONYMS

ANOVA:Analysis of variance

BPO: Business Process Outsourcing

ICT: Information Communication Technology

KEBS:Kenya Bureau of Standards

KM: Knowledge Management

KMO:Kaiser-Meyer-Olkin

NACOSTI: National Commission for Science Technology and Innovation

SPSS:Statistical Package for Social Sciences

ABSTRACT

The hospitality industry in Kenya has been facing significant economic challenges, ranging from poor accommodation to service quality. The challenge may be due to COVID-9, which has shut down the hotel industry. The main objective of this study is to investigate the impact of knowledge management on the effectiveness of hospitality services in a five-star hotel in Naivasha, Nakuru County. The main objective is to generate information, share knowledge, apply knowledge and identify knowledge retention that affects the efficiency of service delivery in the hotel industry. This study is based on the knowledge-based type theory. This research uses a descriptive research design and a semi-structured questionnaire to collect primary data. This study targeted 250 management staff of 3 five-star hotels in Naivasha. Stratified random sampling was used to select 54 respondents for research. Descriptive analysis was used to describe the characteristics of the data. Correlation and regression analysis were used to assess the relationship between the study variables. Graphs and tables are used to present the results. The results show that knowledge creation and service effectiveness have a positive and significant relationship ($\beta = 0.340$, $p < 0.05$). The last result shows that knowledge sharing and service delivery effectiveness are positively and significantly ($\beta = 0.297$, $p < 0.05$). In addition, the results show that the utilization of knowledge and the effectiveness of service delivery have a positive and significant relationship ($\beta = 0.97$), $p < 0.05$). The last result shows that knowledge retention and service effectiveness are positive and significant ($\beta = 0.43$, $p < 0.05$). According to the study, it creates opportunities to increase the capacity to improve services. In addition, seeking external knowledge helps to improve knowledge creation and service delivery. According to the study, the knowledge sharing policy and the use of institutional knowledge in hotels help to improve hotel services. In addition, research papers have shown that service can be improved through document retention, data management, data classification, and training. According to the research, hotels should develop knowledge creation policies to improve service delivery efficiency and encourage employees to develop new innovations and develop new products and services using the knowledge they gain from service delivery. It is important for policy makers in five-star hotels to develop reliable and committed knowledge management skills. Therefore, knowledge management leads the hotel to expand internationally and improve service in the process. The subject of knowledge management has been greatly enriched by this research. This informs the changes that must be made in the hospitality industry regarding the implementation of knowledge management.

CHAPTER ONE

BACKGROUND OF THE STUDY

1.0 Introduction

This chapter provides an overview of the background, research problem, research aims, research questions, and importance of the study. The scope and constraints, as well as the assumptions of the study, are also outlined. The chapter further presents the theoretical foundations of the study, including a conceptual framework and operational definitions of key terminology.

1.1 Background of the Study

Knowledge management is the process of getting the right knowledge to the right person at the right time to achieve a purpose and fulfill a mission. It involves the systematic collection, organization, and analysis of information and knowledge, and the development of strategies to leverage this knowledge to achieve organizational goals and objectives.

Knowledge management encompasses a range of practices and tools, including knowledge creation, knowledge sharing, knowledge application, knowledge storage, and knowledge retention. It involves identifying and codifying knowledge, creating communities of practice and knowledge networks, and developing systems and processes to facilitate knowledge sharing and transfer.

The goal of knowledge management is to leverage the collective knowledge and expertise of an organization to enhance decision-making, improve performance, foster innovation, and drive competitive advantage. By effectively managing

knowledge, organizations can improve productivity, reduce costs, and enhance the quality of their products and services.

Knowledge management also involves the use of technology to support knowledge creation and sharing. This may include the use of knowledge management software, collaboration tools, social media, and other digital platforms to facilitate knowledge sharing and collaboration.

Overall, knowledge management is a critical process that enables organizations to tap into the collective expertise of their employees and stakeholders, and to use this knowledge to achieve their strategic objectives and enhance their competitiveness in today's dynamic business environment.

According to Chebet and Njuguna (2020), knowledge management involves creating, sharing, and applying knowledge to create and sustain organizational value and competitive advantage. Therefore, knowledge management is the use and development of knowledge assets in achieving organizational goals. Gathua (2013) adds that the key to achieving and maintaining good service delivery is that organizations must develop effective tools for knowledge generation, knowledge transfer, and knowledge integration. There is no doubt that organizations that apply knowledge management practices strategically are often referred to as successful organizations.

Key components for the growth of knowledge management, according to Cheruiyot, Jagongo, and Owino (2012), including how organizations capture, retain, and share

knowledge, as well as the significant benefits that result from this approach. Furthermore, the central premise of knowledge management is that all factors leading to superior productivity, organizational creativity, operational efficiency, and product and service quality are enhanced when better knowledge is provided and used competitively.

Knowledge generation is the acquisition of new and useful knowledge from information gathered from sources inside and outside the organization. According to Edwards (2015), knowledge is formed through a process of socialization, externalization, combination, and internalization. The knowledge transmission or diffusion from one employee, organization or group to the other is known as knowledge sharing (Lee, Shiue, & Chen, 2016). Knowledge application consists of carrying out activities to make sure knowledge is productively applied to its benefit (Centobelli, Cerchione & Esposito, 2017). Knowledge repository aims to make organizational knowledge accessible to everyone. This includes identifying what knowledge is stored within the organization and codifying and storing the knowledge gathered from organizational members and external sources (Paliszkiewicz, Svanadze & Jikia, 2017).

In Malaysia, a steady flow of business visitors and tourists, as well as the country's expanding reputation as a conference, convention, and exposition location, are driving robust growth in hotel openings and hospitality services (Abdullah et al., 2013). The region's low cost of hospitality, diversity of natural elements including beaches and mountains, and well-developed infrastructure and services all add to its attraction. According to the Horwath HTL 2011 Malaysia Hotel Operations Survey, tourist

arrivals climbed by 4% to a record 24.6 million in 2010, up from 23.6 million in 2009. This generated a total revenue from tourism of RM 56.5 billion, up 5.8% from 2009. According to reports, hotel employment in Malaysia climbed from 62 percent in 2009 to 70 percent in 2010. Malaysia's hotel strategy industry is influenced by knowledge management (Liow et al., 2019).

In South Africa, the benefit of team culture, service innovation, and knowledge exchange is well known in the hospitality sector (Molose & Ezeuduji, 2015). If the resources (tangible, intangible, and human) are not properly combined and coordinated to develop dynamic capabilities, in the industry, it will be challenging for organizations to gain a competitive advantage. In a turbulent hospitality environment, dynamic skills development, such as service innovation, necessitates organizations' capability in integrating, build, and reconfiguring external and internal competencies to respond to a changing environment quickly, highlighting the importance of team culture and knowledge sharing in developing these skills. To enhance the exhibition of innovation in hospitality services in South Africa, in encouraging sharing of knowledge between supervisors and subordinates and between team members, fostering a strong team culture is required. In South Africa, corporate performance is determined by the organizational knowledge creation level, as well as the capability of recycling new knowledge and utilizing it in boosting operations of creating future knowledge (Bosua and Venkitachalam, 2013).

In Nigeria, the country's economic integration and cooperation policies have intensified, resulting in fierce and more dynamic competition. For businesses, such as

those in the hospitality industry, this position presents both opportunities and challenges. Nnabuiife, Onwuka, and Ojukwu (2015) argued that companies ought to consider adopting proactive strategies for new resources and capabilities to achieve and retain competitiveness to survive and prosper.

Knowledge management is necessary for Kenya because businesses, especially those in the hospitality industry, compete in terms of knowledge because the majority of their job is knowledge-based (Kiseli, Senaji & Eng, 2016). In response to client expectations, the rate of product and service innovation continues to accelerate. Early retirement and staff mobility have risen even though the workforce is shrinking due to competition (Desouza, 2011). In the same way, the quantity of time available to gain experience and learn is limited. As a result of these problems, important business data is lost. As a result of globalization's effects, the corporate environment's dynamism and complexity have also increased.

One of the most promising industries in Kenya is the hotel business, which is one of the most important aspects of tourism. The country's economic goals must therefore be based on a solid plan. There were 3,173 hotels in 2015, an increase from 2,492 in 2010. According to the Kenya Tourism Board (2016), this is up from 2,492 in 2010. In addition to the increasing number of these hotels and their competition, hoteliers are fighting aggressively against other nearby hotels. According to the Bureau of Labor Statistics, the average employment rate has fluctuated between 40.3% in 2011 and 33.7% in 2015. As a result, to stay competitive, businesses must pay more attention to client needs and wishes, and they must recognize internal aspects for the

improvement of their level of employment. To compete in the market and enhance service delivery and performance, hotels must also improve the application of appropriate approaches such as knowledge management.

Hospitality is an intensive industry consisting of a complex and dynamic network structure (Del Vecchio, Secundo & Passiante, 2018). For this sector, knowledge is essential due to friendly products' intangibility, indivisible nature, ephemerality, and heterogeneity. It is important to note that knowledge is essential to the hospitality industry for the full performance of its functions (Kandampully, Zhang, & Jaakkola, 2018). It is crucial for tourism businesses to share knowledge since the needs and expectations of guests are diversifying, there is increasing competition for resources, and resources are used efficiently (Chen, 2016). Hospitality companies are primarily service providers. To achieve the final product, hotel companies cooperate with various service industries such as travel agents, tour operators, airlines, entertainment, and shopping. Therefore, the hotel industry has a service process based on knowledge or intensive knowledge (Kasemsap, 2017).

Service quality is threatened by a number of significant challenges facing the hospitality sector in Kenya. The high demand for accommodation in Naivasha has led to rapid growth in the number of new hotels. As a result, the availability of qualified personnel has been reduced to almost zero. The hotel has experienced high staff turnover, which has become a challenge (Kenya Tourism Council, 2014). This leaves the industry with no choice but to hire people from other disciplines and train them for the job, to the detriment of customer satisfaction. Security remains a key challenge and

a signal from terrorism, which has led to travel bans in Kenya in the past, has been a constant concern. Star hotels have recognition and expectations from guests in terms of the standard of facilities and services.

In their operations, many Kenyan enterprises have already begun to implement knowledge management strategies. Although, in the hospitality business, knowledge management has not been applied and studied empirically like in other fields, specifically in Kenya (Kiseli, Senaji & Eng, 2016). The industry has distinct qualities that influence its long-term viability. Most hotels in Kenya operate on a shoestring budget and concentrate on daily operations. They further face a high staff turnover rate, with people leaving the business with implicit knowledge. The institutions must make do with new hires who have no prior experience in the hotel industry. This research aimed to examine knowledge management for the efficiency of service delivery in the hospitality industry within the five- star hotels in Naivasha, Nakuru County.

1.2 Statement of the Problem

Knowledge management is one of the most important assets for organizational effectiveness as it provides a way of determining the right direction, quality, and content of actions (Mbuvi, 2014). Knowledge, when used and utilized properly, can make organizations more adaptable, innovative, intelligent, and sustainable. This can boost operations' productivity, efficiency, and effectiveness (Demchig, 2020). The creation and use of knowledge is critical if companies are to achieve efficiency (Metzger & Belgin, 2021).

There has been a period of economic hardship in the hospitality sector in Kenya with low occupancy and coverage affecting expected revenues and poor service quality. This difficulty could be due to the outbreak of COVID-19, which has completely shut down the hotel industry. Other challenges facing the industry include changing customer expectations, changing technology, political and security challenges, skills shortages, and staff turnover (Kenya Tourism Council, 2020). Knowledge management is an important part of a strategic organization to ensure that innovation is enhanced and therefore service delivery is improved (Bloice & Burnett, 2016). However, there is a scarcity of research on knowledge management's role in the service delivery effectiveness in the Kenyan hotel business.

Sawe and Rotich (2017) studied how knowledge management impacted service delivery, although their study did not include the hospitality industry. Knowledge management strategies' impact on service delivery was studied by Chebet and Njuguna (2020). This analysis concentrates on Oxfam International, leaving a significant gap. A study on the knowledge management practices of a few non-profit healthcare institutions was done by Gathua (2013). The study ignores aspects of service provision and thus reveals conceptual gaps. This study sought to bridge the aforementioned research gaps by exploring how knowledge management influences the efficiency of the hospitality industry's service delivery within five-star hotels in Naivasha, Nakuru County.

1.3 Purpose of the study.

The primary aim of this study is to investigate knowledge management for the efficiency of service delivery in the hospitality industry, with a focus on five-star hotels in Naivasha, Nakuru County. Specifically, the study seeks to explore the factors that influence knowledge creation, sharing, application, and storage within the hotels, and how these factors impact service delivery efficiency.

1.4 Research Objectives

The general study objective was to investigate knowledge management for the efficiency of service delivery in the hospitality industry within five-star hotels in Naivasha, Nakuru County.

1.5 Specific Objectives

1. To assess the influence of knowledge creation on the efficiency of service delivery in the hospitality industry.
2. To examine the influence of knowledge sharing on the efficiency of service delivery in the hospitality industry.
3. To determine the influence of knowledge application on the efficiency of service delivery in the hospitality industry.
4. To find out the influence of knowledge storage on the efficiency of service delivery in the hospitality industry.

1.6 Research Questions

1. To what extent does knowledge creation influence the efficiency of service delivery in the hospitality industry?
2. What is the influence of knowledge sharing on the efficiency of service delivery in the hospitality industry?

3. To what extent does knowledge application influence the efficiency of service delivery in the hospitality industry?
4. To what extent does knowledge storage influence the efficiency of service delivery in the hospitality industry?

1.7 Significance of the Study

This study could benefit a wide range of stakeholders. Five-star hotel management may be able to determine the link between knowledge management and service delivery efficiency, and so take the necessary steps to strengthen knowledge management in the organization. Investors in the hospitality industry may also benefit from this research work. Improved efficiency in service delivery may mean better performance and more returns. Policy makers in particular may find this study useful for evaluating and improving knowledge management policies effectively. Moreover, future researchers may find this research useful for their topic development in related fields.

1.8 Limitations of the Study

Participants were difficult to access given their busy schedules. To mitigate this challenge, the researcher made prior arrangements with the managers through booking. Respondents were hesitant to share information for fear that it was used to intimidate or portray the institution in an unfavorable light. The researcher addressed this worry by providing a cover letter from the school and assured respondents that the supplied data was kept private and used solely for academic reasons.

1.9 Delimitations of the Study

The research discussed knowledge management and efficiency of hospitality service delivery at a five-star hotel in Naivasha, Nakuru County. The focus was

on the four components of knowledge management; knowledge generation, haring, application, and storage. The study targeted 250 management staff at 13 five-star hotels in Naivasha. The sample size was 154 executives. The respondents for the survey were chosen using a stratified random sample.

1.10 Assumptions of the Study

The researcher assumed that knowledge management was key in enhancing the efficiency of service delivery in the hospitality industry. The researcher also assumed that the five-star hotels have implemented knowledge management. It was further assumed that the five-star hotel employees were key stakeholders in actualizing knowledge management, through their active support and participation. Furthermore, the researcher assumed that the participants provided honest feedback.

1.11 Theoretical Framework

The knowledge-based perspective theory introduced by Grant (1966) underpins this research. Knowledge management activities like knowledge acquisition, storage, development, sharing, and application, according to this idea, play a critical part in obtaining high productivity levels. Financial and human resources are critical in enhancing service delivery (Soderberg & Holden, 2002).

The theory views learning as an organization's most important asset. He claims that the underlying determinants of sustained dominance and dominant company performance are distinct information bases and capacities between enterprises, as education-based assets are typically difficult to copy and socially perplexing (Kitchlew, 2015). A range of characteristics, such as organizational staff, frameworks, archives, procedures,

schedules, hierarchical culture, and personality, are examined while implanting and transmitting this instruction (Kitchlew, 2015).

According to Mitra et al. (2017), a knowledge-based perspective of companies is a different progression from the asset-based view, with the premise that knowledge is the highest profitable, matchless, and robust of all the assets. The theory's main assumptions are that companies use knowledge to produce goods and manage their operations, that information consciously criticizes company wealth, that individuals rather than organizations create and store knowledge, and that companies exist because divisions do not want to organize individual specialization training. It is part of the administration of the organization. Understanding information as an asset makes organizations conditional on an asset-based view (Hughes et al., 2017). The belief that associations are heterogeneous substances that include learning (Mitra, O'Regan, & Sarpong, 2017) is another explanation for information-based that appears to widen the ability-based view.

The motivation for knowledge management, according to Mitra, O'Regan, and Sarpong (2017), is to capture the organization's full capacity and deploy it where it can have the most impact. This is from a company perspective and is based on information showing that there is a source of dominance in the business. A knowledge-based perception is employed as a concept of management in this study to equip businesses with strategies for achieving excellent service delivery in the hotel industry. It is a method for forming the foundation for developing human capital by participating in the company's major and routine tasks, as well as introducing strategic assets that create the foundation for

gaining excellent service delivery to the business. These strategic assets are difficult to mimic, and recognizing and exhibiting these attributes is socially complex. It is crucial to managing this important asset, namely knowledge, in this environment (Hughes et al., 2017). As a result, the principle can be applied to this study as it highlights the critical role of knowledge management in effective service delivery.

1.12 Conceptual Framework

Figure 1.1 depicts the connection between the variables. Knowledge management components including information creation, sharing, application, and storage were the independent factors. The dependent variable was the service delivery of hospitality industry. The intervening variables were organization culture, age, and size.

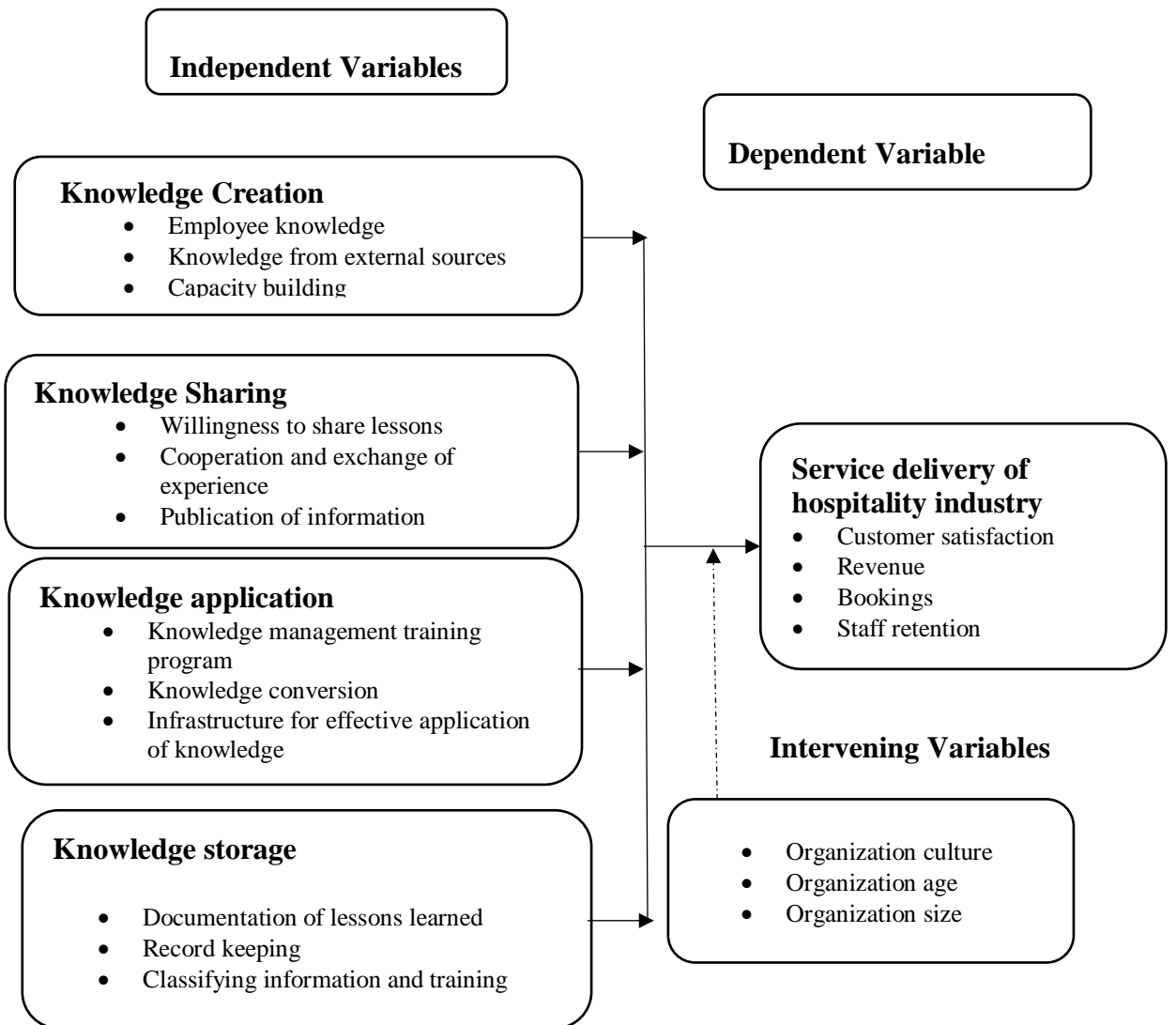


Figure 1.1: Conceptual Framework

1.13 Operational Definition of Terms

Efficiency of Service Delivery: refers to the utilization of resources to their greatest advantage and minimizes associated costs. In this study, service delivery was measured using customer satisfaction, revenue, bookings, and staff retention.

Knowledge Application: is the process of taking out efforts to guarantee that knowledge is put to good use. Knowledge management training, knowledge

conversion, and infrastructure for effective knowledge application were used to assess it.

Knowledge Creation: is a process of socialization, combination, externalization, and internalization. It was measured using employee knowledge, knowledge from external sources and capacity building.

Knowledge Management: Process through which five-star hotels acquire, apply, and store their intellectual capital

Knowledge Sharing: Transfer or dissemination of knowledge from one worker, organization, or group to the other. It was measured using willingness to share lessons, cooperation and exchange of experience, and publication of information.

Knowledge Storage: It is necessary to determine which categories of knowledge will be stored in a company, and the coding and storage of knowledge obtained from both internal and external sources. It was measured using documentation of lessons learned, record keeping, and classifying information and training.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of past studies on the relationship between knowledge creation, sharing, application, storage, and efficiency of service delivery.

The aim of this literature review is to critically analyze the existing literature on knowledge management in service delivery, with a particular focus on the relationship between knowledge creation, sharing, application, storage, and efficiency. In recent years, organizations have increasingly recognized the importance of effective knowledge management practices to achieve higher levels of service quality and customer satisfaction.

2.2 Knowledge creation and efficiency of service delivery

As a result of Tseng's (2016) studies, he determined that organizational capability is affected by knowledge management practices. This survey uses an open and closed questionnaire. This study uses content analysis to determine which models are available for use in Germany. The findings suggest that the sharing of tacit information through the socialization process is the primary focus of knowledge development. An organization may employ traditional face-to-face contacts, like meetings, as well as electronic communication methods, like video conferencing or forums. To improve knowledge generation in businesses, leadership behavior is deemed vital. The vision leader establishes a clear direction for the organization through guiding and knowledge creation. The study also discovered that establishing a learning organizational culture can help organizations generate more knowledge. The focus of the study is on

knowledge management practices and organizational skills and hence has a conceptual gap. This research focused on knowledge management and service delivery practices.

Voorberg et al. (2017) examined how knowledge management practices help manage change in an organization. Studies focus on the creation and application of knowledge. This study focuses on research that focuses on management abilities and how they are utilized to lead personnel to effectively explain knowledge creation in practice. To estimate the skills in organizational performance, this research used inferential and descriptive statistics. The findings suggest that institutional performance is positively impacted by good staff skills and perception management. Employees and management are critical in sustaining and managing employee views, based on the study, which favorably impacts company performance. This study focused on aspects of knowledge generation and application but fails to link them to service delivery, which presents a conceptual gap. This study focused on knowledge generation and service delivery effectiveness in the hospitality industry.

Sawe and Rotich (2017) conducted research on how knowledge management impacts service delivery. This research looks at how businesses are beginning to promote knowledge production and retention, as well as how information may be transferred from one area to another to boost productivity. The study was conducted at a South African insurance company. This survey used quantitative statistics and derived statistics. This study highlights five pathways. The first method that organizations can use is employee training. The second is to build a storehouse of knowledge. Informal employee information fairs and

encouragement from the practice community followed. Another way is to set up a discussion room for research and development. The study explains that knowledge management strategy in support of business strategy is a way to increase knowledge formation in organizations. This study was done in South Africa and therefore has a gap in scope. Studies are currently underway in Kenya.

Musyoki (2015) investigates how knowledge management parameters affect organizational performance in a few Nairobi hotels. This investigation's goal was to see how knowledge management tools, machines, procedures, and facilitators affected organizational performance. A descriptive and explanatory research design was utilized. The results showed that the moderators and mechanisms of knowledge management significantly affect organizational performance, while knowledge management tools and machines did not hinder organizational effectiveness. The key finding is that knowledge management processes and facilitators are the main components affecting productivity or organizational performance, but knowledge management machines and tools have no effect. This study does not focus on service delivery as the dependent variable and therefore presents a conceptual gap.

Waithaka (2018) focuses on knowledge-creation practices and the work of agricultural cooperatives. This research uses knowledge-based theory and knowledge management theory from Kogut and Zander. This study chose a descriptive survey design. The research reported that knowledge-creation practices have a notable impact on the work of agricultural cooperatives.

Ashaba (2015) investigated how the International Children's Fund - Uganda relates to service delivery and knowledge management in NGOs. This study looks at how knowledge generation and service delivery aspects including cost-effectiveness, timeliness, accessibility, and utility interact. Quantitative and qualitative data collection of 101 respondents was carried out using questionnaires, interview guidelines, and document analysis checklists. Descriptive statistics and SPSS correlation evaluated the data. The results show that knowledge production and service delivery are balanced in ChildFund. However, this research was done in the context of a different non-governmental organization from the hospitality industry.

At Halabja University in Northern Iraq, Saeed (2017) looked at the knowledge management methods' effect on IT performance and customer satisfaction about staff performance. For a group of professionals and university workers, the researcher employed a questionnaire. 350 questionnaires were given out for data collection. Findings show that there is significant evidence that knowledge creation has a statistically significant positive effect on employee performance, IT performance, and customer satisfaction. However, the context of the study is a different university from the hospitality industry. Moreover, the variable of interest is IT performance as opposed to service delivery in the proposed study.

According to Ghanbari and Dastranj (2017), knowledge management affects worker productivity in different ways. As part of knowledge management, this study examined how knowledge generation impacts worker performance. From a random sample of the 54 staff members that make up the study population, all of Bandar Abbas Payame Noor

University's employees were chosen for the investigation. In descriptive research as a research approach, questionnaires are employed to collect data. The data were analyzed using inferential and descriptive statistics. The findings demonstrate that knowledge development enhances worker performance. However, the research in this study focused on staff performance rather than service delivery and was also conducted in universities rather than in the hospitality industry.

Chebii (2018) aimed to determine the connection between Kenyan state-owned companies organizational performance and knowledge management. Descriptive and explanatory study designs as well as positivist research methodology were used. The 275 top management team members of 55 Kenyan state-owned commercial firms were the research's target group. To evaluate the hypotheses, multiple linear regression, one-way analysis of variance, and correlation analysis were done on a sample of 268 senior management team members. Knowledge development substantially predicted ROE, but not ROA, according to the results of multiple regression. Knowledge storing had little impact on ROE and ROA. The study, however, focused on state-owned commercial enterprises while the current study focused on the hospitality industry which is majorly privately owned. More so the study concentrated on the concept of organizational performance rather than service delivery as is the case in the present study.

Muller (2018) investigated how knowledge management and learning may be used by governments as a tool for policy formation and execution, and she evaluates how knowledge management can boost its effectiveness by taking into consideration regional culture and a bottom-up methodology. This is achieved through empirical

analysis. This study discovered that knowledge must first be developed, including by transforming tacit knowledge, for knowledge management to enable policy creation and execution. The research focus is on government services, not the hospitality industry.

The impact of knowledge management on organizational performance in Kenyan public sector enterprises is assessed by Wanyama (2018). To ascertain how the study's independent and dependent variables relate, multiple regression is used in this investigation. 2,343 workers from the departments of decentralization, social security and labor services, and communications and information technology make up the target group. To collect a total sample of 303 respondents, researchers used stratified sampling approaches in addition to basic random selection. A structured questionnaire was used in conjunction with the drop-and-pick-later method in gathering primary data. The study concludes that knowledge generation improves organizational performance in Kenyan public services. However, this study focuses on organizational performance rather than service delivery.

Chebii (2018) aims to determine a link between knowledge management and the operational effectiveness of state-owned retail companies in Kenya. Descriptive and explanatory research designs as well as the positivist research theory were employed. A group of 275 senior management team members from 55 state-owned trade companies in Kenya was the targeted audience. A sample of the 268 top management team members he researched was chosen using simple random sampling, and then hypotheses were tested using multiple linear regression, one-way analysis of variance, and correlation analysis. Knowledge generation strongly predicts return on equity, but

not return on assets, according to the results of multiple regression. Knowledge retention has no significant impact on return on investment and returns on equity. However, this study focuses on state-owned retail companies, whereas this study focuses on the hospitality industry, which is mostly privately owned. Instead, this study focuses on the concept of organizational performance and not on service delivery, as was the case in this study.

Abubakar, Elrehail, Alatailat, and Elçi (2019) evaluated the knowledge production process' mediating impact on the link between organizational performance and knowledge management enablers (such as member collaboration, T-skill development, training, and IT support). The extant literature on Industry 4.0 was synthesized. According to this study, the relationship between knowledge management enablers and organizational performance is mediated by the process of knowledge generation. However, this study uses knowledge generation as a mediating variable, so it is not clear how it directly affects service delivery.

In Lagos State, Nigeria, Olubiyi (2019) performed research on knowledge management techniques and family companies' profitability. This study used a survey methodology. The sample size approach from Yamane was used, with the target population consisting of 503 chosen SMEs operating in Lagos State. A structured questionnaire that was customized and verified for the study was used to collect data. Both descriptive and inferential statistics were used to analyze the data (Pearson product-moment correlation and regression analysis). According to a regression study, the profitability of family businesses in the State of Lagos is highly impacted by knowledge development.

However, the study was conducted among family businesses in Nigeria, not the hospitality sector.

In the Tharaka Nithi District of Kenya, Mburia and Bett (2020) sought to ascertain the impact of knowledge management strategies on project performance. This study targeted 120 managers and employees of the Tharaka Niti area using a cross-sectional, explanatory, and descriptive research approach. All of the target individuals were the subject of a census survey. Through the use of a standardized questionnaire, primary data were gathered. Multiple regression analysis, frequency, bar charts, mean, and standard deviation measurements are all used in this study. According to the study's findings, the Tharaka Niti district's project implementation was positively and significantly impacted by knowledge generation. However, the focus of this study is on project implementation rather than service delivery.

To determine the knowledge management's impact on organizational performance in the Nigerian food and beverage manufacturing industry, Akpa, Akinlabi, Asikhia, and Nnorom (2020) conducted a study. This study employs a survey design with 320 samples in a population of 1,587 employees from chosen food and beverage enterprises in Nigeria to meet this goal. Validated surveys were utilized to gather data and structural equation modeling for data evaluation. The findings demonstrated that creativity was significantly impacted both positively and negatively by the creation of new information. The findings also indicate that knowledge acquisition significantly improves job happiness. However, it was conducted in the manufacturing industry

whereas this study was done in the hospitality sector. In addition, this research focuses on efficiency rather than service delivery.

Kimani (2021) examined how knowledge management techniques affect cellular company performance. To uncover important challenges and knowledge gaps, this study used a desk research review methodology, sifting through the pertinent empirical literature. The study concluded that knowledge management practices have a variety of effects on overall organizational performance, including better organizational decision-making, informed employees, better customer service offerings, lower operating costs, and increased organizational competitiveness. This is mostly due to a raised knowledge of crucial information needed to carry out the organization's objective. In terms of performance, knowledge generation has been proven to be the most important of the other knowledge management techniques. However, this study focuses on the performance of cellular telephone companies, while this study focuses on the performance of hospitality service delivery.

2.3 Knowledge sharing and efficiency of service delivery

Hussain, Konar, and Ali (2016) investigated the impact of culture and information exchange on hotel service efficacy. This study was carried out in Malaysia's hospitality business. In investigating the effect of these two It was disclosed that information-sharing culture and behavior had a substantial impact on the presentation of service innovation. Because this study was conducted in Malaysia, it has a limited scope. Kenya is actively conducting research.

Knowledge integration practices' impact on project service innovation was studied by Hurnonen, Ritala, and Elonen (2016). Several case studies are used in this research. Routines and how they influence service delivery are among the characteristics studied, as are guidelines, consistency, group problem-solving, and decision-making. The outcomes reveal that different countries employ various methods to boost production. These and their interactions, as well as collaborating, sharing and coaching, handling mistakes, targeting existing information as cultural features, and leveling social relationships based on knowledge management, were also highlighted in the study. The genuine amount of support and help in an organization is determined by individual conduct, such as the distribution and implementation of activities connected to common goals in a social or work setting. Design service innovation is used as the dependent variable in this study, which represents a conceptual gap. The current study used service as the dependent variable.

Kabiru (2015) found that KM methods are applied in knowledge management in a Nigerian agricultural research institute after conducting a study on knowledge management strategies and practices. This study discovered that tacit knowledge is generated through knowledge sharing in both formal and informal settings, such as This means that diverse knowledge-sharing methods are used by organizations such as libraries, and one approach that people utilize to share knowledge is brainstorming. Since brainstorming is an open and free atmosphere, it encourages everyone. The respondents fully contribute by contributing to the new solutions' development, and all ideas are welcomed and respected. This study was conducted in Nigeria, which is a gap in scope. Studies are currently underway in Kenya.

Aliyu (2016) looks at how professors at public colleges in northern Nigeria utilize ICT to share information. According to the survey, the majority of respondents do not use websites to disseminate knowledge among their personnel. This means that the vast majority of academics do not have websites or affiliations with any internet organizations. The challenges identified were a lack of sharing knowledge among colleagues due to inadequate staff training, research collaboration, and poor mentoring. This study was conducted in northwest Nigeria and therefore has a gap in scope. The current study was done in Kenya.

An investigation on the impact of knowledge management skills on a five-star hotel's competitive advantage in Kenya was done by Kiseli, Senaji, and Eng (2016). This research focuses on the ME's technology infrastructure, social infrastructure possibilities, process competence, and IP innovation flexibility. This study finds that organizations use knowledge management to expand product range without increasing costs. This study concluded that organizations in the hotel industry design process to facilitate the exchange of knowledge across functional boundaries. However, this study has a conceptual difference because it uses competitive advantage as the dependent variable. This research focused on service provision.

In the City of Johannesburg's Department of Public Health, City Parks, Department of Social Development, Rea Vaya, and the Joburg Innovation and Knowledge Exchange, Mothamaha and Govender (2014) looked into whether knowledge management may

enhance service delivery. By first identifying three important individuals involved in service delivery and knowledge management, the snowball sampling technique was utilized to obtain information. This helped discover more individuals who fit the requirements for study participation. It became evident that putting knowledge management initiatives into place facilitated the exchange of best practices, protected institutional memory, and encouraged staff learning. Additionally, knowledge sharing and management as a whole lead to quicker, more effective decisions as well as, most crucially, lower transaction costs. However, the research took place in Johannesburg, South Africa, while the current research took place in Nakuru County, Kenya.

In academic institutions, Hegazy and Ghorab (2015) evaluated how organizational business processes and employee performance were affected by knowledge management processes. This study specifically examines how employee learning, job satisfaction, and adaptability are impacted by information sharing as well as the outcomes of organizational processes such as efficacy, efficiency, and innovation. Participants in the study are users of a corporate site at ALHOSN University (AHU), a for-profit university in the United Arab Emirates. A questionnaire package that was emailed and personally delivered was used in data collection. For the research study, the structural modeling approach was utilized. The effects of knowledge sharing on business operations and employee advantages are greatest. First, facilitating knowledge sharing through enterprise portals is positively related to business process innovation; Employee training, and adaptability. However, the context of this study is that educational institutions, unlike the hospitality industry in this study, operate differently.

Adeleke (2016) investigated knowledge management practices (knowledge creation, knowledge sharing, organizational structure, and technology support) and the manufacturing industry's organizational performance in Nigeria. A survey design was used and 84 Nigerian Stock Exchange-listed manufacturing companies in 2011 and their 588 executives made up the study population. A three-stage sampling procedure was used to prepare 259 samples. Descriptive statistics, multiple regression, and Pearson product-moment correlation evaluated data. Sharing knowledge is a behavior that significantly improves organizational effectiveness. This study, however, focused on the performance of hospitality service delivery rather than the success of Nigeria's industrial business.

Musonza and Muchaonyerwa (2019) looked into how knowledge management techniques affected how communities in South Africa's Eastern Cape area delivered public services. This study aims on identifying the driving forces behind knowledge management practices adoption, the efficacy of KM practices for delivering public services, and the degree to which KM practices have impacted the public services provision by local authorities in the South African province of the Eastern Cape. Quantitative and qualitative methodologies were employed. A survey given to 202 employees from the Raymond Mlaba community in the Eastern Cape was used to gather quantitative data. Two senior managers were interviewed and observed to gather qualitative data. The analysis and presentation of quantitative and qualitative data were descriptive. The findings reported that efficient knowledge exchange has enhanced

local services like power, education, transportation, and social services. However, the study was based in South Africa, while the current study was based in Kenya.

Mwangi (2019) investigated how the knowledge transfer process affected worker performance in a Kenyan state-owned enterprise. From a total of 187 SOEs, a sample of 126 SOEs was chosen at random. 126 HR managers or their equivalents who were chosen from a sample of SOEs served as the unit of observation. 92 questionnaires were filled and returned. A cross-sectional design was employed and a mixed research methodology. Both inferential analysis and multiple regression analysis were carried out. According to this study, employee performance and the knowledge transfer process are strongly and positively associated. However, this study focuses on employee performance in Kenyan public companies, whereas this study proposes to focus on service delivery in the hospitality sector.

In South Africa's Limpopo Province, Dikotla (2019) evaluated the knowledge-sharing practices in a few selected villages. The study analyzes the methods used in a few communities in South Africa's Limpopo Province to share knowledge. This study employs a structured questionnaire as a data-gathering tool and a quantitative research methodology. Employees in the information and knowledge management unit and HR management in seven municipalities in the province of Limpopo comprised the population of this study. Participants were chosen using stratified sampling and proportionate approaches. The survey results demonstrate that, despite respondents' perceptions that knowledge sharing is crucial, it is not staff-driven and appears to be the

duty that most managers in a particular community least support. The research was based in South Africa, whereas this was carried out in Kenya.

In many Kenyan state-owned firms, Mullei and Misuko (2019) sought to ascertain how knowledge ownership and sharing affects organizational performance. Data from the 179 state-owned firms in Kenya that make up the study's target group were collected using a descriptive research design. It was discovered that sharing of knowledge significantly affects governmental organizations. However, this study focuses on organizational performance in several state-owned enterprises, whereas this study focuses on the performance of hospitality service delivery.

In Kresta Laurel in Lagos State, Odunlami (2020) investigated how knowledge sharing impacted organizational performance. A questionnaire and a descriptive research approach were deployed. Using the formula obtained from Taro Yamane, the study population of 123 business employees was further decreased to 76 employees as a sample size. The choice of employees was made via targeted random sampling. The pertinent data were also examined using descriptive statistics. The findings showed that information sharing significantly impacts organizational performance. This study put more emphasis on service delivery, whereas this study concentrated on organizational performance.

The effectiveness of the Kenya Revenue Authority and the influence of knowledge management were evaluated by Muturi (2021). To uncover critical themes and

knowledge gaps, this study used a desk research review methodology, sifting through the pertinent empirical literature. The study came to the conclusion that knowledge sharing through KM portals shortens the process of making knowledge available and saves labor hours. He also concluded that using knowledge portals reduces the rate of knowledge transfer within KRA. Also, the online WM sharing process has increased the efficiency of transferring essential knowledge within KRA and has increased the rate of knowledge creation and sharing. Sharing knowledge online is less expensive than traditional methods. However, this study focuses on the concept of efficiency of the Kenyan tax authorities, whereas this research looked into the concept of service delivery in the context of hospitality.

To ascertain whether information sharing was employed to enhance service delivery in libraries, at the Thomas Mofolo Library in Lesotho, Tahleho, and Ngulube (2022) focused on knowledge sharing. This study triangulates interviews and questionnaires using a case study design. Interview data were analyzed in terms of content based on research objectives. The study found that although knowledge sharing in TML was not formalized, it was seen as important for service delivery. This study concludes that knowledge sharing in academic libraries can lead to service improvement and innovation in fulfilling their mission. However, the study was done in the context of a school in Lesotho, while the current research was conducted in Kenya and the context of a hotel.

Ben (2022) performed research on the efficiency of knowledge-sharing procedures in government service organizations. A public sector survey is used to gather data. 358

examples of departmental collaboration from more than 90 different public sector institutions make up the sample. The value of trust and lateral cooperation is shown using structural equation modeling. Results demonstrated that informal coordination and power play appeared to be a particularly effective combination for knowledge exchange. However, this research is specific to government service companies, not private ones, which cover the majority of hotels.

Idrees, Hynek, Jin, Akbar, and Jabeen (2022) looked into how knowledge management abilities affected the new products' development, with organizational flexibility serving as a mediating factor. NPD industrial engineers, supervisors, and project managers participated in this study, which was done in China's automobile industry. 201 respondents were surveyed, and 201 responses were evaluated using the Smart PLS 3 program. The findings, despite being restricted to the automotive sector, show that information exchange has a considerable and advantageous impact on the creation of new vehicle products. While the current study concentrates on the hospitality industry's service delivery concept, it also concentrates on the concept of introducing new product development in the automotive sector.

Through the use of blended knowledge management and e-learning technologies, Abbas, Arovollo, and Higue (2021) empirically studied how to improve service delivery in higher education institutions. This study demonstrates the connections between various KM models, blended e-learning (BEL), and e-learning research; nevertheless, the study's primary focus is on educational institutions, which run differently from hotels.

2.4 Knowledge application and efficiency of service delivery

Wolff et al. (2018) researched how system orientation impacted business performance. This research focuses on how a company's production can be increased by system orientation. A cross-sectional technique was used in the analysis of the data in this article. According to the findings, decision-making is utilized to determine which supply alternatives a company can pursue to stay competitive. The organization can determine the costs that are dependent on all system participants' delivery by making decisions. It may be utilized in providing numerous delivery options to both suppliers and customers, lowering shipping costs and increasing customer satisfaction. This study was conducted on manufacturing companies and therefore has a content gap. The current study focused on the hospitality industry.

Mtawali (2018) investigated the knowledge management and efficiency strategies of Kenyan microfinance institutions, focusing on the Uwezo Microfinance Bank. The researcher employed a questionnaire to collect responses from 87 Uwezo Microfinance staff in a descriptive research design. According to this study, knowledge has a positive impact on Kenyan microfinance institutions' organizational performance. This research focuses on the practice of knowledge and presentation management and thus reveals conceptual gaps. The current research focused on knowledge management practices and service delivery.

Ngahu (2017) studies trends in BPO performance with various management skills, as well as trends in low, medium, and high dimensions of knowledge management skills

(KM). Executive data from 605 companies was gathered through a survey. Each component of knowledge management capabilities has a favorable impact on the success of business process outsourcing, according to this study. The most crucial dimension connected to the efficiency of business process outsourcing was discovered to be knowledge application. They conclude that the capability of managing knowledge is a powerful tool for increasing productivity as it gives companies a competitive advantage that makes it difficult to imitate competitors.

Kinyua et al. (2015) studied how knowledge transformation and application influence Kenyan commercial banks' performance. The four processes of knowledge transformation employed in this study are socialization, externalization, combination, and internalization. Indicators such as IT support and infusion, efficient processes, development, and problem-solving measure knowledge application. This study followed an explanatory and cross-sectional design. This study uses primary and secondary data. Knowledge transformation and application had a beneficial impact on performance, according to the findings. This study chose an explanatory and cross-sectional research design, thus representing a methodological omission.

El-Helaly, Ebeid, and El-Menbawey (2015) investigated how the Egyptian National Railways used customer knowledge management methods to improve service (ENR). The study population was divided into two groups: ENR customers, which included all train riders, and ENR employees, which included all front-line staff. A sample of 384 passengers was chosen from the customer population while the staff population's primary statistics were collected using the census technique. Two structured

questionnaires conducted through in-person interviews collected data. Factor analysis analyzed the data. The results of the knowledge application phase have the greatest impact on service recovery performance among all other phases of the knowledge management process. However, practitioners pay attention to the effectiveness of service recovery while neglecting other aspects of service delivery.

Riungu (2015) evaluated how Kenyan cellular phone firms' organizational performance was impacted by knowledge management strategies. The research design was a descriptive survey. In this instance, all 21 of Kenya's mobile phone providers are included in the study population. To determine respondents, the survey uses a census sample technique. Data was gathered using a questionnaire. At least two senior-level employees from each wireless provider took part in the survey. Descriptive statistics, frequency tables, means, and standard deviations presented the findings. The performance of Kenyan mobile phone providers and knowledge management strategies were compared using regression analysis. This study discovered that managerial knowledge is applied in institutions for better management and utilization of the company's intangible and tangible knowledge assets, particularly the skills, experience, and competences of employees. However, this study focuses on the organizational performance of cellular telephone companies, while this study focuses on service provision in hotels.

Based on a literature study, Omotayo (2015) conducted research on knowledge management as a crucial instrument in organizational management. To determine the significance of knowledge management in businesses, the research studies the knowledge management literature. Research demonstrates that knowledge management

is the organizational effectiveness' critical component and a crucial instrument for the organization's profitability, competitiveness, and survival. Therefore, the effective use of knowledge is very important for organizations to fully utilize the value of knowledge. However, this study collects secondary data as opposed to the primary data proposed in this study, which would provide the first-hand information.

Ahmed, Fiaz, and Shoaib (2015) made an effort to pinpoint how knowledge management techniques, specifically knowledge acquisition, transformation, protection, and application affect firm performance. To get replies from 256 participants from the banking industry, a questionnaire survey methodology was used. The results show that the application of knowledge leads to high-quality customer service, high customer satisfaction, efficient use of resources, more profits, and an increase in overall company performance. However, this research was conducted in the banking sector, while this study proposes to be carried out in the hotel sector which has different business activities from the banking sector.

In a test for SMEs in Malaysia, Ha, Lo, and Wang (2016) evaluated the connection between organizational performance and knowledge management. Knowledge acquisition, transformation, protection, and application are the four aspects that make up the knowledge management process capabilities, whereas non-financial performance and financial performance are the two elements that make up organizational performance. It was an empirical picture analysis. According to the study, knowledge application is a critical pre-requisite for business performance, which has a favorable effect on the non-financial and financial performance of SMEs. However, this study was based on SMEs in Malaysia and focuses on organizational effectiveness, whereas

the current research focuses on the concept of service delivery in five-star hotels that are not small businesses.

Raeeszadeh, Gilaninia, and Homayounfar (2016) studied how the knowledge management component impacts the marketing performance of education centers in Guilan Province. This study specifically aims to evaluate how knowledge application, knowledge storage and transfer, knowledge generation, and knowledge acquisition affect marketing performance. Descriptive research in the field of causal methods is used. The data collection method is field test and the data collection instrument is a questionnaire. Data analysis methods and tools are univariate and multivariate regression. It was reported that knowledge application positively affects marketing performance. However, the research focuses on the educational centers' marketing performance, in contrast to the current research, which focuses on the performance of hotel services.

Khanal and Paudyal (2017) made an effort to quantify the knowledge management procedures' effect on Nepal's financial institutions' functionality. A sample of 385 participants in this study was chosen at random from four distinct categories of financial institutions. Statistical analysis was done to make judgments. The findings unmistakably demonstrate that knowledge management implementation and organizational success positively correlate as indicated by financial and market performance, organizational effectiveness, employee and customer happiness, and. The backdrop of this study, nevertheless, was a banking institution in Nepal.

A study evaluating the strategic knowledge management's impact on Kenyan commercial banks' performance was done by Gakuo and Rotich (2017). This research uses a descriptive research approach. This methodology is appropriate for this study since it seeks to gather extensive data through descriptions that are helpful in variable identification. The target population was 322 senior executives who work at the bank's head office. The investigation focused more on upper, middle, and junior management. The stratified random sampling technique identified the survey's sample size of 146 participants. In this study, descriptive statistics were utilized in the quantitative data assessment. A multivariate regression model was also utilized. This study concludes that Kenya's commercial banks' performance is significantly influenced by how knowledge is applied. In contrast to this study, which focuses on hotel performance, this study is more focused on commercial banks' performance.

Nzau (2017) made an effort to ascertain how knowledge management techniques affected the ICT firms' performance in the Nairobi District. The study used a descriptive research design with 81 ICT enterprises as its target population. Because there are less than 100 enterprises in Nairobi, it is simple to access, thus a census was undertaken. A questionnaire gathered primary data. SPSS and Microsoft Excel analyzed the data obtained to create quantitative reports that were displayed as tables, percentages, means, and standard deviations. This study discovered that the performance of ICT enterprises is impacted by knowledge application. However, unlike

this study, which focused on hotel service delivery, the investigation was done in the context of an ICT company.

Chuma (2019) used a case study from the Ministry of Energy and Mineral Resources of Kisumu County to investigate how knowledge management influenced research organizations' productivity. The research targeted 201 executives who work at KEMRI. This study used a targeted sampling technique, with 164 community leaders selected for the study. Primary data were obtained by the managers of interviewees working at KEMRI using a self-completed questionnaire. The regression study revealed a positive correlation between knowledge application and performance. The results suggest that improving knowledge application boosts performance at KEMRI. However, the investigation focused on the provision of hotel services, this research was based on a research institution.

In many Kenyan state-owned firms, Mullei and Misuko (2019) sought to ascertain how knowledge acquisition and use impact on firm performance. Data from the 179 state-owned firms in Kenya that make up the study's target group were collected using a descriptive research design. This research concludes that the organizational effectiveness of state-owned businesses is significantly influenced by the utilization of information. However, this study was undertaken in a state-owned firm setting, as opposed to this study, which concentrated on hotel service delivery.

Turulja and Bajgorić (2020) conducted a study on knowledge acquisition, application, and innovation on adaptability to change. In particular, the acquisition and application

of knowledge in relation to product and process innovation and company performance is analyzed and verified empirically. As a result, knowledge application and accumulation have an indirect impact on corporate success through product and process innovation. However, this study focuses on the concept of innovation and business performance, while this study focused on service delivery.

The knowledge application's mediating role in how knowledge management techniques and organizational innovation relate is empirically investigated by Ode and Ayavoo (2020). This study used a sample of 293 Nigerian service companies to gather responses to a questionnaire. The data collection method employed was drop-point-of-view (DOPU). To examine the data, a structural equation model was deployed (SEM). The findings demonstrated that the application of knowledge has a large and advantageous impact on company innovation. Results demonstrate that the connection between information development, storage, diffusion, and business innovation is mediated by knowledge application. However, this study focuses on the concept of business innovation, while the current study focused on service delivery effectiveness.

In the context of Egyptian SMEs, Samir (2020) studied the connection between organizational performance and knowledge management. Using a simple random sample, 400 employees from SMEs were chosen as the sample. For data analysis, descriptive statistics were employed. The use of knowledge and inventive skills, competitive advantage, and customer pleasure has been found to have a substantial positive link. However, unlike this study, which focused on hotels in Kenya, this study was conducted in the Egyptian SMEs context.

The correlation between organizational performance and knowledge management was evaluated by Adaileh, Alrawashdeh, Elrehail, and Aladayleh (2020). Data from medium-sized and big industrial enterprises in Jordan was collected using a self-completed questionnaire. 170 answers, 91 of which were from medium-sized businesses, and 79 from large businesses were given. Confirmatory factor analysis was employed to ensure the accuracy and dependability of the measurement model. The research model's path coefficients were put to the test for statistically significant changes using multigroup structural equation modeling. In both medium-sized and large businesses, hypothesis testing demonstrates that knowledge application has the strongest ability to explain performance. Nonetheless, unlike this study, which focused on hotels in Kenya, the investigation was conducted in the context of industrial companies in Jordan. In addition, this survey emphasizes company performance rather than service delivery.

The knowledge management abilities' effect on performance in the UN Office for Project Services was examined by Kiarie (2021). In this study, a descriptive research design was employed. 386 UNOPS employees were targeted. The Yamane formula helped in getting the sample size, which is 112 respondents. The basic data used in this study was gathered using a questionnaire. The surveys are delivered through Google Forms. The resulting statistics are the standard deviation and mean in descriptive statistics and correlation analysis and multiple linear regression in inferential statistics. In the United Nations Office for Project Services, this study demonstrates a highly substantial positive association between performance and application of knowledge. However, this study

focuses on the concept of effectiveness, while this research focused on service delivery effectiveness.

Jones, Kwarteng, Bosompem, and Tam-Agiekum (2022) evaluated the effectiveness of the Ghanaian Ministry of Health and Cocoa Extension (CHED) based on the perceived impact of the community advisory staff's knowledge management capacity. The research method chosen was descriptive correlational research. Participants in this study were 166 Cocoa Extension Agents (CEA), who were chosen at random from 30 districts across Ghana's three cocoa-producing regions. Frequency, percentage, mean, standard deviation, correlation coefficient, and ordinary least squares regression were deployed in data evaluation. This study discovered that the effectiveness of a company may be predicted by how knowledge management is applied. However, this study focuses on the concept of effectiveness, while this study focused on service delivery effectiveness.

Syed, Sohail, Ejaz, and Ullah (2020) looked at how knowledge implementation acted as a mediating factor in how knowledge management techniques and company innovation relate. 140 service-related businesses provided information for this purpose. The hand-and-pick method was used to distribute 600 surveys throughout the service industry. 45 of the 545 returned questionnaires were disregarded because they lacked the necessary data. Data collection involved a straightforward random sample procedure. The sampling method adheres to the guidelines for investigations using structural equation modeling (SEM). Data were entered for structural equation modeling into AMOS and SPSS. This study discovered that knowledge application mediated knowledge

generation, retention, and business innovation relationship. The effectiveness of service delivery was the emphasis of this investigation, whereas this study focused on the idea of business innovation. Furthermore, knowledge application is a mediating variable, so it is not clear how knowledge application affects service delivery.

2.5 Knowledge storage and efficiency of service delivery

Baba (2018) investigated the value of a knowledge management approach in the supply of agricultural services. The research was carried out in northern Ghana. This study examines the efficacy of three KM approaches for agricultural service delivery. The survey was sent to 450 farmers in northern Ghana who were randomly chosen. The data set was analyzed using correlation and chi-square statistics in this study. The study goal is adequately explained using behavioral theory. Leadership and religion have little bearing on the KM method choice. Farmers' decisions on the KM strategy were influenced by their inability to read communications, late transmission of information, and failure to evaluate information, according to the study. The study was informed by behavioral theories hence presents a theoretical gap. This investigation was informed by knowledge-based theory.

Nawab et al. (2015) examined the important success elements for knowledge management in the context of innovation. The findings revealed that knowledge retention has a major but indirect impact on the banking business. The study also concludes that knowledge retention helps improve the banking industry's competitiveness. The dependent variable is innovation, which is a conceptual gap. The current study used service as the dependent variable.

Gakuo and Rotich (2017) use the example of Oxfam to examine how organizational performance is impacted by strategic knowledge management. The study goal is to determine how to effectively oversee KM processes to sustain organizational competitiveness. Knowledge control, application, acquisition, and transformation all had a significant impact on Oxfam's efficacy, according to the research. Knowledge retention has the largest impact on Oxfam's success, according to the findings. According to the findings, knowledge management process capabilities are critical if a company wants to be profitable. The dependent variable is productivity, which is a conceptual gap. The current study used service as the dependent variable.

Cumari (2018) used data from the Kenyan Standards Bureau to conduct a study on performance management knowledge and practice. The data was obtained from primary sources utilizing a questionnaire and a descriptive methodology. Knowledge generation, sharing, storing, extraction, and dissemination are among the core KM practices identified in KEBS, according to this study. The work of KEBS is impacted positively and significantly by knowledge preservation. The research concludes that KEBS is committed to retaining knowledge. This study focuses on KEBS and thus has a gap in scope. The current study focused on the hospitality industry.

Caroline, Mugun, and Loice (2015) made an effort to find a connection between knowledge retrieval and retention and worker performance. The research design used is explanatory. 3147 public engineering employees in the Rift Valley made up the target population, while 343 people made up the sample size according to the Cochran formula. The identification of respondents who completed the questionnaire was done

using a random sample procedure. Inferential and descriptive statistics analyzed data, which were then displayed as frequency graphs, percentage graphs, and graphs. The findings demonstrated a connection between employee performance and knowledge retrieval, retention, and application. However, this study focuses on the concept of employee performance, while this study focused on the effectiveness of service delivery. The context of this research is also a general technical facility.

In their study, Sawe and Rotich (2017) sought to determine how the Anti-Counterfeiting Agency might be affected by knowledge management. Determine how knowledge storage affects the Anti-Counterfeiting Agency's service delivery in order to accomplish the following two study goals. It is descriptive research. The targeted group included all 71 Anti-Counterfeiting Agency employees. This study uses a census because the number is small. Questionnaires were deployed for primary data gathering. The study reported the agency mainly stores information in digital form. The agency was found to be underperforming overall on all service delivery measures, namely; successful tracking of suspected counterfeiters/companies, customer satisfaction and reduction of counterfeit cases. Knowledge retention was also found to have an impact on the Anti-Counterfeiting Agency's service delivery. However, the study was not conducted in Kenya.

Al Ahbabi, Singh, Balasubramanian, and Gaur (2018) aimed at examining and comprehending the intricate link between knowledge management procedures and the efficiency, quality, and innovation of public sector businesses. A thorough knowledge management process performance framework with seven constructs (four knowledge management process constructs and three knowledge management performance

constructs) and their underlying factors was built using a thorough literature analysis. From the national public sector survey of the UAE, employees' opinions of the 7 constructs were scored on a five-point Likert scale. The results demonstrate that knowledge retention has a favorable and considerable impact on the efficiency, excellence, and innovation of the UAE's public sector. However, this study focuses on the concept of business performance, while this study focused on service delivery performance.

Ogao (2018) used a case study from the Kenya Forestry Research Institute to assess how knowledge management strategies are used in the service delivery of research institutions in Kenya. Descriptive research methodology is used. The characteristics of an interest variable can be described by the researcher via a descriptive study. A sample of 169 participants was acquired using a stratified sampling technique. The core data for this study came from a semi-structured questionnaire. Descriptive statistics evaluated data. This study finds that knowledge stores represent an intellectual network that supports service delivery. However, the research context is a research institution, not a hotel.

Abbas and Yusuf (2019) used a sample of comments from faculty members in various faculties at Ti-Kar University to assess the knowledge management processing's contribution to increasing the quality of applied studies in educational services. We selected a sample of (120) courses from (6) faculties at various levels. The findings indicated that knowledge storage and the standard of educational services were related and had an impact on one another. However, this study focuses on the quality of

educational services rather than the service delivery effectiveness. Mainly because the context of the research is an educational institution, while this research was conducted in a hotel.

The performance of the Solidaridad Office of East and Central Africa, Kenya, was examined by Kithuka (2020) in an effort to ascertain the impact of knowledge management techniques.

A descriptive research design was used. The target population was 52 employees from several departments. In order to have 52 respondents in each sample, the survey uses a census. A questionnaire is used in this study to gather primary data. Utilizing the mean value, standard deviation, and regression analysis, the data collection was examined. According to the study, information retention improves corporate performance. The effectiveness of service delivery is the study's primary focus, however this study focuses on the idea of effectiveness.

Chebet and Njuguna (2020) looked on how knowledge management techniques affected the provision of services at Oxfam International in Kenya. Descriptive statistical techniques are used in this study to carry out this investigation. The target population is thus 65 workers at Oxfam's global headquarters. Descriptive statistics was used in examining the acquired data. Additionally, it is found that businesses employ structured documentation formats extensively and store knowledge through documentation, record-keeping, information classification, and training. However, this study was conducted in a non-profit organization that operates differently from a hotel.

Kordab, Raudelinien, and Meidut-Kavaliauskien (2020) investigated the effects of the entire knowledge management cycle on the connection between sustainable organizational performance and organizational learning in the knowledge-intensive sector, particularly Middle East audit and consulting firms. The study model was created and validated using a systematic assessment of the scientific literature, structured questionnaires for expert opinion, and structural equation modeling (SEM) methods. The Middle East region's audit professionals working for consulting and auditing businesses that are part of the knowledge-based economy were given a structured questionnaire to complete. The findings were consistent with the claim that organizational learning and long-term organizational performance are positively impacted by knowledge retention. However, this research focuses on organizational learning and ongoing organizational performance as opposed to delivering performance.

Gnawali (2020) made an effort to evaluate how knowledge management strategies affected the organizational effectiveness of Nepalese IT businesses. The research design for this study was a descriptive survey. A questionnaire was used to gather the primary information. For the analysis, descriptive and inferential statistics were utilized. Knowledge retention was found to be positively related to perceived organizational effectiveness. However, the variable of interest in this study is organizational performance, not service delivery. Also, the context of this research is IT companies, while this research focuses on hotels.

In Jordan, the Safeway Group's organizational performance, Aladwan and Aladwan (2020) evaluated the effect of knowledge management. This study pursues an analytical-descriptive approach to achieve the desired goal. He uses polls. Survey forms were distributed to 172 Safeway store managers, associate directors, and store managers. 157 questionnaires were taken. This demonstrates how the aspects of organizational success (task completion, work quality, and work quantity), taken combined, are greatly impacted by knowledge storage. However, the study focuses on the concept of organizational performance of the Safeway Group in Jordan, while this study focuses on the performance of service delivery in hotels.

Kisang (2021) made an effort to investigate how knowledge management techniques impact the effectiveness of Kenyan financial services. 671 KRA employees were the target population for this descriptive research study, and stratified random sampling helped select 224 participants. A drop-and-pick-later questionnaire was used to gather primary data, and both physical and electronic copies of the surveys were sent to some participants through email. Inferential statistics used include multiple regression analysis. This study found that knowledge retention is practiced in KRA and this has contributed significantly to the overall performance. However, the context of this study is the Kenya Revenue Service, which operates differently from hotels.

Rezaei, Khalilzadeh, and Soleimani (2021) looked at the elements that affect empowerment and knowledge management adoption in companies and the effects of knowledge management on organizational performance. 48 questions were included in a questionnaire used to gather primary data. Participants included 108 firm

executives and support staff. SPSS and SmartPLS software were used to examine the data that had been gathered. According to the findings, knowledge retention has an impact on organizational performance either directly or indirectly through the mediating factor of human capital. However, it focuses on organizational performance while this study focuses on service delivery.

In Nigeria's Lagos Electric Distribution Company, Aarinola (2021) looked into how knowledge management affected organizational performance. The Lagos Electric Distribution Firm (Eko and Ikeja distribution company) in Nigeria selected 200 staff. Data gathering involved using copies of the structured questionnaire. Linear regression model and Pearson correlation coefficient were also used for data analysis. This study finds that knowledge retention is the key to the performance of selected power distribution companies in Lagos. However, the study was done among electricity distribution companies in Nigeria, whereas this study focuses on hotels in Kenya.

2.6 Service Delivery

Le and Inaba (2015) carried out a study utilizing a case study in Hue City, Vietnam, to gauge the quality of service in the hospitality sector. In conducting this study, both qualitative and quantitative methods were used. For the purposes of qualitative research, unstructured and semi-structured interview techniques were employed. An online survey was used to gather quantitative data. Data were collected from 80 foreign guests and 80 domestic guests. This study found that safety and comfort are the most important dimensions that affect the overall service quality perceived by customers. However, study was based in Vietnam, not Kenya.

In an effort to quantify hotel performance on service quality in a medium-sized environment, Rauch, Collins, Nale, and Barr (2015) looked for a suitable factor structure. To gauge service quality, a survey with a preliminary sample size of more than 2,500 participants was used. In order to identify the factor structure and identify potential predictors of the hotel's capacity to satisfy guests' expectations and provide value, principal component analysis and regression analysis were both applied. A three-dimensional model that incorporates service items, service delivery, and service environment is produced from this data. The ability of a hotel to fulfill visitors' expectations and provide value in this situation is best gauged by the service environment. However, this study focuses on mid-range hotels rather than five-star hotels.

Stefano, Casarotto Filho, Barichello and Sohn (2015) evaluated the quality of large hotels using Fuzzy-SERVQUAL and Fuzzy-AHP. Data collection involved the use of questionnaires. In Camboriu/Santa Catarina, Brazil, data gathering took place between December and February, which are considered the summer months. At a sizable hotel, interviews with 187 visitors were performed. This study discovered that consumers' perceptions of a certain service's quality are influenced by their expectations for that service. Because the perceived quality of service would be compromised if a discrepancy exists between customer expectations and supervisors' comprehension of those expectations. Though, the research was done in Brazil, not Kenya.

At Divine Fountain Hotels Limited in Lagos, Nigeria, Adesina and Chinonso (2015) conducted research how client satisfaction and service delivery related. To gather

pertinent data for this study, questionnaires and key informant interview techniques were used. 400 respondents, 50 men and 50 women from each of the four hotel branches, were chosen using convenience sampling. Each hotel branch received 100 questionnaires, for a total of 400 questionnaires among the four hotel branches. Every "third" visitor residing at each hotel branch for a two-week period during their leave was subjected to the questionnaire. The frequency, percentage, and graph were calculated for the data that had been gathered. The findings demonstrate that service delivery and customer satisfaction had a strong connection, which may be used to forecast growth and enhance service quality. The current study, on the other hand, was carried out in Kenya while the previous study involved hotels in Nigeria.

Lee and Cheng (2018) developed a Green Accommodation Service Quality Scale for the South (GLSERV scale). The dimensions and items of the GLSERV scale were developed using systematic and scientific approaches in this study. Data collection involved the use of questionnaires. Furthermore, quantitative research techniques were used to assess the content validity of the provisional GLSERV scale. Six factors make up the GLSERV scale: dependability, empathetic communication, green energy savings, security, and tangibles. However, the study was not conducted in Kenya.

Sinclair and Imhanrenialena (2018) investigated management strategies for effective service delivery in hotels in Enugu State. Stratified random sampling technique helped in selecting a sample of 45 employees from 15 hotels in the Enugu metropolitan area. The instrument used in this research is the Tactics of Guest Service Delivery and Management Questionnaire (MTGSDQ). Simple linear regression tested the formulated hypotheses and the results show that management tactics through effective

staff training, rapid response to guest feedback, and room management in hotels in Enugu State, Nigeria are directly related to effective service delivery to guests. It is concluded that effective management tactics are a panacea to improve effective service delivery to hotel guests. The current study, on the other hand, was carried out in Kenya while the previous study involved hotels in Nigeria.

Irungu (2018) examined the elements that have an impact on the Sarova Panafric Hotel's ability to provide high-quality hospitality services in Kenya with a specific goal to ascertain how corporate culture, customer service, personnel capabilities, and company policies impact the provision of high-quality hospitality services in Kenya. The target population comprised of 132 employees, and 66 respondents were chosen using a stratified random sampling method from a sample of 50% of the target population. Data were gathered through questionnaires, and they underwent quantitative and qualitative analysis. The study demonstrates how organizational culture, customer service, and employee training rules all affect how well hospitality services are delivered in Kenya. However, it is not clear how knowledge management affects hotel service delivery.

Garg and Garg (2018) examined organizational characteristics that have an impact on hospitality service performance. A descriptive research design was deployed. The research environment consisted of 150 front-line hotel employees in Surat as the sample. A self-administered questionnaire gathered data. Analytical techniques included cross tabulation and factor analysis. The researchers identify seven dimensions affecting the provision of services through factor analysis: organizational personality,

internal marketing initiatives, organizational leadership and role requirements, employee empowerment, hygiene factors, organizational conflicts, and organizational resources. However, this study does not show how service delivery is affected by knowledge management.

In the Rwandan hospitality sector, Habineza, Odhuno and Abuto (2022) attempted to assess the quality of performance and service. The specific goal of this study, which employs a descriptive research design and both quantitative and qualitative methods, is to establish a connection between customer expectations, customer satisfaction, and responsiveness to products or services, service or product design, rules or regulations, government policies, and service delivery in Rwanda's four and five star hotel sector. The Marriott, Serena, and Park Inn by Radisson hotels in Kigali, as well as their management staff and hotel service suppliers, were the study's target audience. The survey's findings demonstrate that, on average, service or product delivery, responsiveness, satisfaction, expectations, and product or service delivery all receive good service quality ratings. However, the study was conducted in Rwanda.

2.7 Chapter Summary

The chapter presented the theory informing this study which was the Knowledge based theory. The theory is important in terms of knowledge management. It claims that effective knowledge management strategies are critical to obtaining high levels of productivity and performance.

This chapter also presented the empirical literature. Various gaps have been identified in the empirical literature, including scope gaps, methodological gaps, conceptual gaps, and contextual gaps. Different studies have been conducted in different countries, presenting gaps in scope. Sawe and Rotich (2017) study was done in South Africa, Tseng (2016) study was done in Germany. Hussain, Konar and Ali (2016) study was done in Malaysia. Aliyu (2016) was done in Nigeria. Baba (2018) was undertaken in Ghana. This research was done in Kenya.

Additionally, most researches done in the past have not linked knowledge management practices to service delivery thus presenting a conceptual gap. Tseng (2016) focused on knowledge management and organization capabilities. Waithaka (2018) focused on knowledge creation practices and performance. Mtawali (2018) concentrated on the techniques and outcomes of knowledge management. Kinyua et al. (2015) concentrated on knowledge conversion and application, as well as performance. Gakuo and Rotich (2017) focused on the knowledge management on productivity. Cumari (2018) concentrated on the techniques and outcomes of knowledge management. This research focused on knowledge management strategies and the service business in order to fill this gap.

The past studies have also presented methodological gaps. Wolff, Kühl and Satzger (2018) adopted a cross sectional research design. Kinyua et al. (2015) employed an explanatory and cross-sectional survey design. A descriptive research design was utilized. The weaknesses in the theory were emphasized. Baba (2018) drew on

behavioral theories, resulting in a theoretical void. Knowledge-based theory was used to guide the current research.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section covers the research methodology. Both the research strategy and the target population are significant factors to consider. The chapter also discusses the sampling procedure, sample size, methods for collecting data, pilot testing, and the research tools' reliability and validity. The operationalization of variables and data analysis methods are also explained.

The aim of this chapter is to provide a comprehensive overview of the research methodology employed in this study. By outlining the research strategy, target population, sampling procedure, data collection methods, pilot testing, and data analysis techniques, this chapter seeks to ensure the validity, reliability, and generalizability of the research findings.

To achieve this aim, a mixed-methods approach will be used, which combines quantitative and qualitative data collection and analysis methods. This will enable the research to provide a nuanced understanding of the research topic, while also ensuring that the findings are statistically significant and representative of the target population. By documenting the research methodology in detail, this chapter seeks to enhance the transparency and reproducibility of the research process, and enable future researchers to build on the findings of this study.

3.2 Research Design

Meyers, Gamst & Guarino (2016) defines it as a plan that establishes a general framework for data collection (). The research used descriptive research design, which

entails observing and describing study subjects without influencing them. It is considered a robust approach to the acquisition of knowledge through interactive techniques that enables research to get respondents' opinions, experiences, and attitudes in their natural setting (Kumar, 2018; Mohajan, 2018). The design was appropriate since a questionnaire was used in the collection of primary data. The researcher was able to describe the properties of the research variables, as well as demonstrate the relationship between the independent and dependent constructs.

3.3 Location of the Study

The study focused on five-star hotels in Naivasha town. The study, therefore, was based in Naivasha town. The choice of Naivasha as the study location is because the place is a tourism hub and therefore, there are several five-star hotels. As a result, the researcher gathered information from these hospitality companies.

3.4 Target Population

A research population is a set of elements from which decisions must be made (Kothari, 2015). It is the entire number of likely choices of a characteristic of interest in the population of the study. The study's target demographic was 250 management staff from 13 five-star hotels in Naivasha. The employees involved lower, middle, and top-level management staff. These respondents were chosen because they are responsible for overseeing knowledge management strategies development and execution and were thus in a better position to provide accurate data.

Table 3.1: Target Population

Categories	Population
Top-level managers	40
Middle-level managers	90
Lower-level managers	120
Total	250

Source; Hospitality Department, Nakuru County (2021)

3.5 Sampling Techniques and Sample Size

Mohsin (2016) describes a sample as a subset of the entire population. Gentles et al. (2015) argued that the sample size is calculated by a variable proportion in the research, the study design, the data analysis method, and the population target.

3.5.1 Sampling Techniques

Yamane's (1967) formula is adopted in the computation of the sample size

$$n = \frac{N}{1 + N(e)^2}$$

Where:

‘n’ = sample size,

‘N’ = population

‘e’ = the confidence level

1 = constant.

This study assumed a level of precision of 5%

The sample size is:

$$n = \frac{250}{1 + 250(0.05)^2}$$

$$n = 154$$

As a result, the study focused on 154 five-star hotel management workers in Naivasha, who were chosen using stratified random selection. The technique selection was justified since the target audience is organized into three categories (strata). Each observation in each stratum had an equal chance of being chosen using this strategy.

3.5.2 Sample Size

The sample size included 25 top, 55 middle, and 74 lower-level management workers from five-star hotels in Naivasha. Stratified sampling was utilized. The method was appropriate since the respondents were categorized into three levels (top, middle, and lower management). The method ensured that every respondent in each stratum had an equal chance of being chosen.

Table 3.2 Sample Size

Categories	Population	Sample size
Top management level	40	25
Middle management level	90	55
Lower management level	120	74
Total	250	154

3.6 Research Instrument

Primary data was gathered using semi-structured questionnaires. These questionnaires were considered in this study since they contain open and closed-ended questions, which ensures the collection of quantitative and qualitative information. There are six sections to the questionnaire. The first segment contains questions about the respondents' demographic information. Questions on the research variables are found in the remaining sections. To formulate the questions, the following Likert scale was used: (1=Strongly Disagree, 5=Strongly Agree.)

3.7 Pilot Testing

Pilot testing was appropriate for 10% of the sample population, based on estimates (Mugenda & Mugenda, 2012). As a result, a group of 15 persons from Nakuru's five-star hotels would be used to pre-test the questionnaire. The choice of five-star hotels in Nakuru for the pilot study is justified since the firms operate in similar environments to those in Naivasha.

3.7.1 Validity

Validity is how best a tool measures what should be measured (Shi, Mo, & Sun, 2012). The content, face, and criteria validity of the tool was used in this study. The supervisor reviewed the questionnaire and made the required changes to ensure content validity. Based on the available literature for construct validity, relevant questions about the variables under investigation are developed. Face validity was tested using a pilot study to determine that the questionnaire's contents were appropriate. To ensure criteria validity, the study findings were confirmed by the results of other studies using similar indicators.

3.7.2 Reliability

Creswell (2014) cites that reliability reflects the extent of obtaining similar results when repeated measurements are made. Therefore, reliability is the consistency that is reflected in the similarity of the results obtained by an administration compared to other administrations. From existing studies, reliability is mainly measured by using Cronbach's alpha coefficient. The confidence limit was 0.7, which is an acceptable measure of reliability.

3.7.3 Reliability Analysis

In assessing the variables' internal consistency as gauged using the five Likert scale, reliability tests were performed. The results were computed and displayed in Table 4.2.

Table 3.3: Reliability Assessment

Variable	Cronbach's Alpha	Number of items	Comment
Knowledge creation	0.863	7	Reliable
Knowledge sharing	0.872	5	Reliable
Knowledge Application	0.873	6	Reliable
Knowledge storage	0.885	6	Reliable
Efficiency of Service delivery	0.835	6	Reliable

Table 4.2 results show that all the items had a more than 0.7 value. Thus, the variables were deemed adequate for the study since they achieved a 0.7 and above reliability threshold. The level was way higher than the threshold set by Koshy (2010); Zikmund et al. (2010); Cooper & Schindler (2011); and Bryman (2012).

3.8 Data Collection Techniques

The researcher distributed questionnaires to the respondents at five-star hotels in Naivasha town and monitored regularly by telephone and email to ensure good

responses. The questionnaires were distributed through drop and pick later after the participants have completed their responses.

3.9 Data Analysis and Presentation

Questionnaires were arranged systematically to facilitate analysis. This research used the Social Sciences Statistical Package (SPSS) to carry out the data analysis process. The research variables' features were described using descriptive statistics. The research variables' association was analyzed using regression analysis and Pearson correlation. The thematic analysis results were displayed in narratives, which were utilized in analyzing qualitative data from open-ended questions.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where:

Y = Efficiency of service delivery

β_0 = Constant

β_{1-4} = Beta coefficients

X_i for;

X_1 = Knowledge Creation

X_2 = Knowledge Sharing

X_3 = Knowledge Application

X_4 = Knowledge Storage

ε = error term

3.10 Logistical and Ethical Consideration

Information obtained from the field was kept confidential to improve research ethical standards. To increase confidentiality, respondents' names were coded to conceal their identities. The researcher also made sure to be objective to avoid misinterpreting the results. This helped to improve personal integrity. Issuance of a declaration of consent was intended to strengthen voluntary participation. Approval was obtained from NACOSTI before the data collection exercise. Participants were highly appreciated for responding to the questionnaire.

3.11 Response Rate

The researcher distributed 154 questionnaires to the five-star hotel management workers in Naivasha. Table 4.1. has the findings.

Table 3.4: Response Rate

Response	F	%
Returned	115	74.7%
Unreturned	39	25.3%
Total	154	100%

Out of 154, 115 questionnaires were dully filled and given back, which resulted in 74.7% response rate. This was appropriate for analysis – it concurred with Babbie (2004) who posited that a 50% response rate is deemed fit for analysis and publishing, 60% is good and 70% is very good.

CHAPTER FOUR

RESEARCH FINDINGS AND INTERPRETATION

4.1 Introduction

The findings and interpretation of the results are presented here. Findings are presented in diagrams, tables, and charts as well as prose discussions.

The purpose of this chapter is to present the research results and interpretation in a clear and concise way. To achieve this goal, a mixed method approach combines quantitative and qualitative data collection and analysis. The findings are presented in the form of charts, tables, diagrams, and prose discussions and are prepared in accordance with the research questions and objectives.

Interpretation of results based on careful analysis of data collected with relevant theoretical framework and literature review. This chapter discusses the main findings, their implications for the research topic, and their contribution to the existing literature. Limitations of the study are also acknowledged and suggestions for future research are provided.

Overall, the chapter tries to provide a comprehensive and rigorous analysis of the research findings and contribute to the knowledge and understanding of the research topic. By presenting the results in a clear and accessible manner, this chapter enables the reader to fully understand the importance of the research findings and their implications for practice and policy.

4.2 Demographic Characteristics

The following demographics were carried out; participants' gender, age, education level, and years of working in the hotel.

4.2.1 Respondents' Gender

The interaction among gender and knowledge management seeks to understand how gender-associated barriers exist throughout many key gender realms, inclusive of getting entry to and manipulate over belongings and assets; cultural norms and ideals; and gender roles, obligations, and time use.

The nuances of gender and Knowledge management reveal demanding situations in knowledge sharing and trade, which impact how human beings acquire and use expertise merchandise.

To capture data on gender, the participants indicated their gender in terms of male and female. The findings are displayed in Figure 4.1.

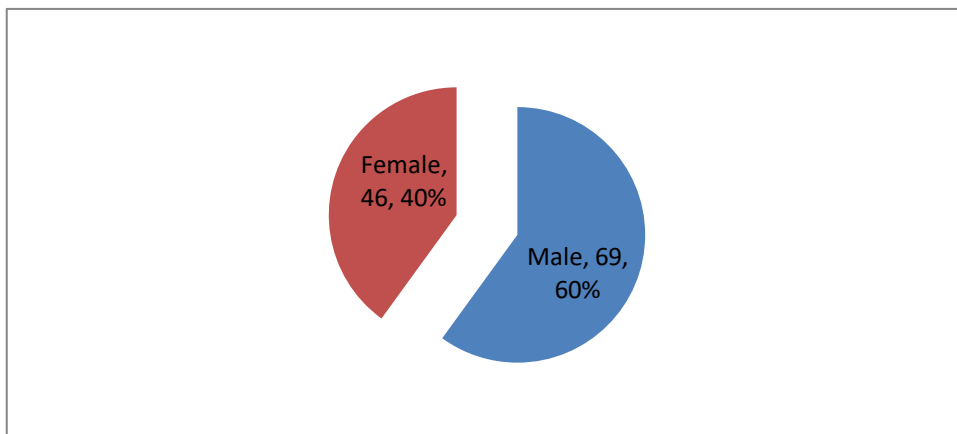


Figure 4.1: Respondents' Gender

Majority 69(60%) indicated that they were men while 46(40%) were female. This implied that most five-star hotel management workers in Naivasha were

men. Nonetheless, the constitutional requirement of one-third for either gender was met and therefore there was a fair representation of both male and female respondents.

4.2.2 Respondents' Age

As demographics change, the workforce is aging and getting older. Although interaction between employees of different ages provides opportunities for collaboration through two-way knowledge transfer, this study aims to explore how age influences knowledge transfer between colleagues of different ages.

To capture information on age, participants indicated their age bracket, and the results presented in Figure 4.2.

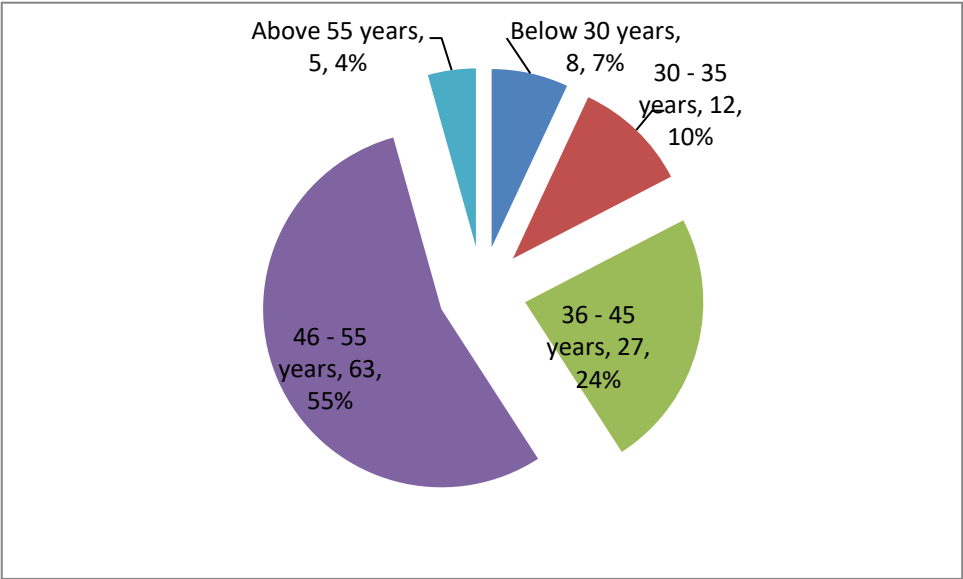


Figure 4.2: Respondents' Age

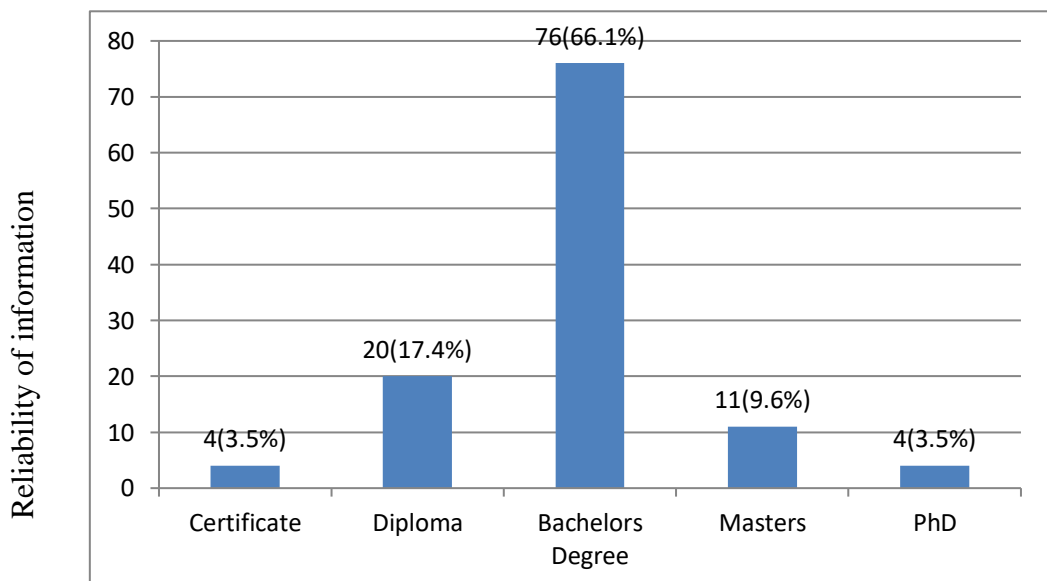
The results report that majority of the participants who were 63(55%) were aged between 46 – 55 years, 27(24%) were 36 – 45 years old, 12(10%) were 30 - 35 years old 8(7%) were aged below 30 years, 5(4%) were aged above 55 years. This implied that most five-star hotel management workers in Naivasha were aged 46 – 55 years.

Having most of the management employees being middle aged could be attributed to having more knowledge and experience on the subject matter and hence they provided reliable information.

4.2.3 Education Level of the Participants

The level of education is important in knowledge management research because it enables people to better understand the concepts used, promotes critical thinking and research skills, and enhances communication skills essential for effective knowledge management practice.

To capture data on the education level, participants indicated their education level in terms of certificate, diploma, bachelor's, master's and PhD. The results were presented in Figure 4.3.



Level of Education

Figure 4.3: Respondent's Education

The findings showed that majority 76(66.1%) had a bachelor's degree, 20(17.4%) were diploma holders, 11(9.6%) had a masters, 4(3.5%) had a certificate while another

4(3.5%) had a PhD. This implied that most five-star hotel management workers in Naivasha were educated and thus could provide reliable information relating to service delivery and knowledge management in the hospitality industry.

4.2.4 Years Worked in the Hotel

Length of service can have both positive and negative impacts on an organization's knowledge management. By leveraging the experience and knowledge of long-term employees, overcoming resistance to change, and facilitating knowledge transfer, organizations can maximize the benefits of many years of knowledge management experience.

To capture data on years worked in the hotel, participants stated the number of years they had been working in the hotel, and the results were displayed in Figure 4.4.

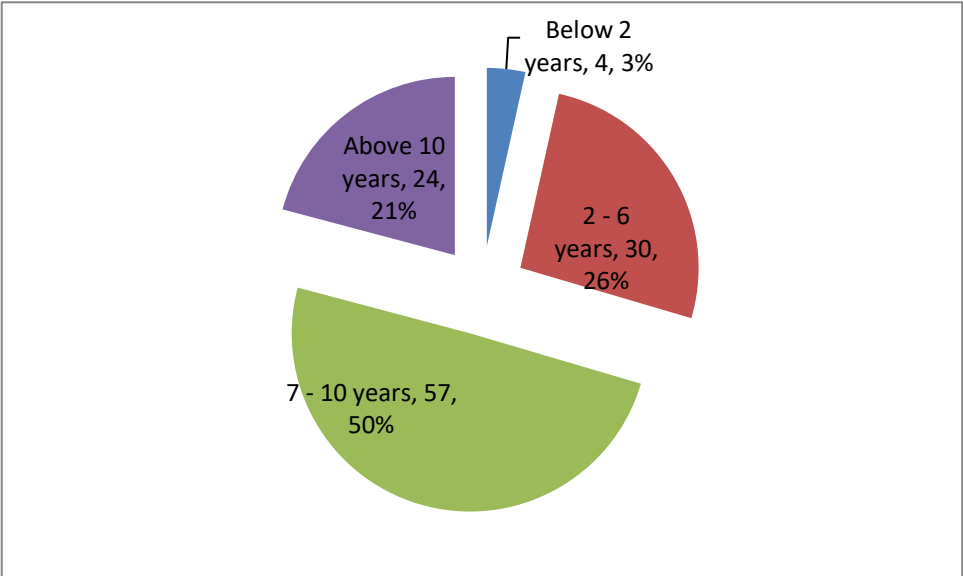


Figure 4.4: Years Worked in the Hotel

Research findings showed that 57(50%) of the participants stated that they had been working in the hotel for 7 – 10 years, 30(26%) had worked for 2 – 6 years, 21(24%) had worked there for more than 10 years while only 4(3%) who had worked for less

than 2 years. This implied that most five-star hotel management workers in Naivasha had worked for a long duration in the hotel and therefore were knowledgeable and experienced in knowledge management and service delivery in the hospitality industry. This enhances the reliability of the information they provided on the subject matter.

4.3 Descriptive Statistics

Descriptive results for the study variables were conducted using the Likert scale.

4.3.1 Knowledge Creation

Knowledge creation is important because it enables organizations to innovate, solve problems, improve performance, gain competitive advantage, and be dynamic and determined. By fostering a culture of learning and creativity, organizations can create an environment that fosters knowledge generation and encourages people to share their ideas and insights with others.

The study's first objective was to assess the influence of knowledge creation on service delivery efficiency in the hospitality industry within five-star hotels in Naivasha, Nakuru County. Descriptive results on knowledge creation were displayed in Table 4.3.

Table 4.3: Knowledge Creation

Statement	1	2	3	4	5	M	SD
The organization views knowledge as an asset.	13 (11.3%)	16 (13.9%)	7 (6.1%)	40 (34.8%)	39 (33.9%)	3.66	1.37
The institution has opportunities for capacity building	6 (5.2%)	14 (12.2%)	4 (3.5%)	38 (33%)	53 (46.1%)	4.03	1.21
The organization sources knowledge from external sources	7 (6.1%)	19 (16.5%)	8 (7%)	47 (40.9%)	34 (29.6%)	3.71	1.23

Knowledge repositories in the hotel have enhanced efficiency.	12 (10.4%)	5(4.3%)	31 (27%)	43 (37.4%)	24 (20.9%)	3.54	1.18
Employees are part of decision-making.	13 (11.3%)	8 (7%)	11 (9.6%)	29 (25.2%)	54 (47%)	3.90	1.37
Employees learn from their partners	13 (11.3%)	3 (2.6%)	21 (18.3%)	46 (40%)	32 (27.8%)	3.70	1.23
Employees exchange knowledge with their co-workers	14 (12.2%)	6(5.2%)	10 (8.7%)	57 (49.6%)	28 (24.3%)	3.69	1.25

From the result, the majority 79(68.7%) agreed that the organization views knowledge as an organizational asset rather than a source of power (Mean=3.66, Std.dev=1.37). This implied that knowledge was a great asset to the five-star hotel managers. Further, 91(76.1%) agreed that their organization has opportunities for capacity building (M=4.03, SD=1.21). Implying that most of the five-star hotels had capacity building for the employees. Additionally, majority 81(71%) agreed that the organization sources knowledge from external sources (M=3.71, SD=1.23). Meaning that five-star hotel managers did not only rely on their fellow managers' knowledge but were able to source information from outside. Further, the majority 67(58.3%) agreed that developing knowledge repositories in the hotel had enhanced efficiency in service delivery (Mean=3.54 Std.dev=1.18). This infers that five-star hotels had invested in repositories for storing their knowledge.

In addition, the majority of the participants 79(72.2%) agreed that employees are given an opportunity in decision making of the organization (M=3.90, SD=1.37). This implied that five-star hotels involved their employees in decision-making. Further results showed that the majority 78(67.8%) agreed that employees gain a lot of new information from their business partners (Mean=3.60, Std.dev=1.23). This implied that five-star hotels hired business partners who were of great help to the employees. The

findings further disclosed that the majority of the participant 85(73.9%) agreed that employees share information with their coworkers (M=3.69, SD=1.25). Implying that five-star hotel managers were able to share knowledge amongst themselves.

The respondents further indicated the other ways the hotel management can improve knowledge creation for the efficiency of service delivery in the hotel. The respondents stated that some of the ways the hotel can improve knowledge creation were through collaboration with other five-star hotels. In addition, the respondents indicated that management interaction with other hotel managers would enhance knowledge creation.

4.3.2 Knowledge Sharing

Knowledge sharing is important because it increases productivity, fosters innovation, builds trust and collaboration, preserves knowledge, and improves decision-making. By creating a culture that values and encourages knowledge sharing, organizations can benefit from this practice and remain competitive in a changing business environment.

The study's second objective was to assess how knowledge sharing on the efficiency of service delivery in the hospitality industry within the five-star hotels in Naivasha, Nakuru County. Descriptive results on knowledge sharing were presented in Table 4.4.

Table 4.4: Knowledge Sharing

Statement	1	2	3	4	5	M	Std.
------------------	----------	----------	----------	----------	----------	----------	-------------

							dev
The company is willing to share lessons learned from the company	14 (12.3%)	0.00%	4 (3.5%)	21 (18.4%)	75 (65.8%)	4.25	1.3 2
The personnel in the organization work together and share their experiences.	7 (6.1%)	6 (5.3%)	12 (10.5%)	27 (23.7%)	62 (54.4%)	4.15	1.1 8
Publication of information is always done in the firm	9 (7.9%)	4 (3.5%)	6 (5.3%)	23 (20.2%)	72 (63.2%)	4.27	1.2 1
Sharing success stories and reports on service delivery have boosted the firm success	12 (10.5%)	2 (1.8%)	9 (7.9%)	30 (26.3%)	61 (53.5%)	4.11	1.2 8
The organization's top management encourages knowledge sharing.	9 (7.9%)	1 (0.9%)	8 (7%)	35 (30.7%)	61 (53.5%)	4.21	1.1 5

Results showed that majority 96(84%) agreed that there is a willingness to share lessons learned from the hotel (Mean=4.35, SD=1.32). This implied that managers of five star hotels were always willing to share knowledge with their colleagues. Further results illustrated that the majority 89(78.1%) agreed that the personnel in the organization work together and share their experiences (M=4.15, SD=1.18). This infers that there is a lot of teamwork in most five-star hotels. Further, 95(83.4%) agreed that the publication of information is always done in the firm (M=4.27, SD=1.21). This infers that five-star hotels had invested in the publication of materials that enhanced information sharing. In addition, 91(79.8%) agreed that sharing success stories and reports on service delivery have boosted the firm success (M=4.15, SD=1.18). This inferred that knowledge sharing enhanced service delivery in five star hotels. Further, 96(84.2%) agreed that the

organization's top management encourages knowledge sharing (M=4.21, SD=1.15). This inferred that information sharing was rampant in five-star hotels.

The respondents further indicated how hotel management can improve knowledge sharing for the efficiency of service delivery in the hotel. They indicated that the hotel management can encourage knowledge-sharing activities such as team building and training. The respondents also indicated that the hotel management can invite experts to share their knowledge with the hotel employees.

4.3.3 Knowledge Application

Applying knowledge is important because it enables people and organizations to create value, solve problems, drive innovation, develop skills and continually improve. By applying knowledge, individuals and organizations can turn theory into practice and realize the full potential of their knowledge and skills.

The study's third objective was to assess the influence of knowledge application on the efficiency of service delivery in the hospitality industry within five-star hotels in Naivasha, Nakuru County. Descriptive results on knowledge sharing were presented in Table 4.5.

Table 4.5: Knowledge Sharing

Statement	1	2	3	4	5	M	SD
There is always a check to see if subordinates are using and applying the methods learned	9 (7.8%)	0.00%	23 (20%)	23 (20%)	60 (52.2%)	4.09	1.20

during training courses.							
Personal knowledge is transformed into organizational knowledge by the organization.	10 (8.7%)	9 (7.8%)	31 (27%)	32 (27.8%)	33 (28.7%)	3.60	1.23
The company has procedures in place for utilizing knowledge in the new services and products development	13 (11.3%)	6(5.2%)	16 (13.9%)	28 (24.3%)	52 (45.2%)	3.87	1.35
The firm values and protects knowledge embedded in individuals	10 (8.7%)	11 (9.6%)	17 (14.8%)	29 (25.2%)	48 (41.7%)	3.82	1.31
The company has procedures in place to protect information from being misused within the company.	10 (8.7%)	12 (10.4%)	19 (16.5%)	26 (22.6%)	48 (41.7%)	3.78	1.32
The firm uses knowledge in adjusting the strategic direction	8 (7%)	6 (5.2%)	21 (18.3%)	29 (25.2%)	51 (44.3%)	3.95	1.21

Results showed that the majority 83(72.2%) agreed that there was always a check to see if subordinates were using and applying the methods learned during training courses(M=4.09, SD=1.20). Inferring that application of checks improved service delivery in the hotels. Further results demonstrated that majority 65(56.5%) agreed that personal knowledge is transformed into organizational knowledge by the organization (M=3.60, SD=1.23). Implying that knowledge transformation enhanced the service delivery of the hotel.

Additionally, results illustrated that the majority of 80(69.5%) agreed that their hotel had procedures in place for utilizing knowledge in the new services and product development (M=3.87, SD=1.35). Inferring that most five-star hotels used the knowledge to come up with new services and products. Further 77(66.9%) agreed that the firm protects and values knowledge embedded in persons (M=3.82, SD=1.31). Meaning that five-star hotels protected their knowledge.

Further, the findings showed that the majority 74(64.3%) agreed that the organization has procedures in place for protecting information from being misused within the organization (M=3.78, SD=1.32). Implying that five-star hotels protected their knowledge so that it is not misused. 80(69.5%) of the participants agreed that their firm uses knowledge to adjust strategic direction (M=3.95, SD=1.21). Meaning that five-star hotel managers used their knowledge to get direction.

The respondents also indicated ways in which the hotel management can improve knowledge application for the efficiency of service delivery in the hotel. Participants stated that hotel management can focus on the relevance of what they have learned.

4.3.4 Knowledge Storage

Knowledge storage is important because it allows organizations to store information, facilitate access, support collaboration and learning, ensure compliance, and increase productivity. By investing in knowledge retention and management, organizations can

use their knowledge resources to drive innovation, improve performance, and achieve their goals.

The study's fourth objective was to assess the influence of knowledge storage on the efficiency of service delivery in the hospitality industry within the five-star hotels in Naivasha, Nakuru County. Descriptive results on knowledge sharing are tabulated below.

Table 4.6: Knowledge Sharing

Statement	1	2	3	4	5	M	SD
Employees keep track of project lessons learnt.	11 (9.6%)	9 (7.8%)	11 (9.6%)	28 (24.3%)	56 (48.7%)	3.95	1.33
Project-related lessons are always documented.	12 (10.4%)	4 (3.5%)	18 (15.7%)	39 (33.9%)	42 (36.5%)	3.83	1.26
Lessons learned are classified by project type and subject area using a system in place.	12 (10.4%)	12 (10.4%)	16 (13.9%)	47 (40.9%)	28 (24.3%)	3.58	1.26
There is a set format to follow when recording project lessons learned, such as templates/forms	11 (9.6%)	8 (7%)	15 (13%)	42 (36.5%)	39 (33.9%)	3.78	1.26
Knowledge storage strategies are adequately addressed in the policy on knowledge management.	6 (5.2%)	21 (18.3%)	23 (20%)	18 (15.7%)	47 (40.9%)	3.69	1.31
All staff can receive training/instruction using the structured framework for documenting lessons learned.	16 (13.9%)	16 (13.9%)	9 (7.8%)	33 (28.7%)	41 (35.7%)	3.58	1.44

The results illustrated that 84(73.0%) of the participants agreed that employees keep track of project lessons learned ($M=3.95$, $SD=1.33$). This infers that most employees in five star hotels can store information well. Further, 81(70.4%) agreed that project-related lessons are always documented ($M=3.95$, $SD=1.33$). Implying that most hotels have good documentation. Further, 75(65.2%) agreed that lessons learned were classified by project type and subject area using a system in place ($M=3.58$, $SD=1.26$). It infers that most hotels had good documentation system for the storage of information. 81(70.4%) of the participants agreed that there is a set format to follow when recording project lessons learned, such as templates/forms ($M=3.78$, $SD=1.26$). This infers that most hotels had good structures for the storage of information.

Additionally, results demonstrated that 65(56.6%) of the participants concurred that knowledge storage strategies are adequately addressed in the policy on knowledge management ($M=3.69$, $SD=1.31$). This infers that most hotels focused on knowledge storage strategies as a way of knowledge management. Further, 74(64.4%) agreed that all staff can receive training/instruction on using the structured framework for documenting lessons learnt. ($Mean=3.78$, $Std.dev=1.26$). This infers that most hotels use training as a form of information storage.

The respondents indicated the ways the hotel management can improve knowledge sharing for the efficiency of service delivery in the hotel. Participants cited that hotel management should lead by example as a way of sharing knowledge. The respondents also indicated that the hotel management should encourage & foster a knowledge-sharing culture.

4.3.5 Efficiency of Service Delivery

The dependent variable was the efficiency of service delivery. Descriptive results on knowledge sharing were tabulated below

Table 4.7: Efficiency of Service Delivery

Statement	1	2	3	4	5	M	Std . dev
Customer satisfaction has been excellent in the organization	11 (9.6%)	4 (3.5%)	29 (25.2%)	29 (25.2%)	42 (36.5%)	3.76	1.25
Revenue of the organization has been increasing in the last five years	13 (11.3%)	17 (14.8%)	18 (15.7%)	35 (30.4%)	32 (27.8%)	3.49	1.34
Bookings has been increasing in the last five years	10 (8.7%)	5 (4.3%)	16 (13.9%)	43 (37.4%)	41 (35.7%)	3.87	1.20
Staff retention has been increasing in the last five years	11 (9.6%)	1 (0.9%)	13 (11.3%)	32 (27.8%)	58 (50.4%)	4.09	1.23
Increased customer loyalty	6 (5.2%)	6 (5.2%)	15 (13%)	23 (20%)	65 (56.5%)	4.17	1.16
Reduced customer complaints	9 (7.8%)	7 (6.1%)	10 (8.7%)	131 (27%)	58 (50.4%)	4.06	1.24

Results showed that 71(61.7%) of participants agreed that customer satisfaction has been excellent in the organization (Mean=3.76, Std.dev=1.2). This infers that most five hotels are capable of addressing customer needs thus enhancing their satisfaction. Further, 67(58.2%) agreed that the revenue of the organization has been improving in the last five years (M=3.76, SD=1.2).This infers that most five star hotels have been receiving a high number of customers thus increasing their revenue. Results showed

that 84(73.1%) of participants agreed that bookings had been increasing in the last five years ($M=3.87$, $SD=1.20$). This infers that investment in good knowledge management policies enhanced the hotel's performance by increasing the number of bookings

Further, 90(78.2%) agreed that staff retention had been increasing in the last five years ($M=4.09$, $SD=1.23$). This infers that most hotels had invested in their employees, especially in knowledge management which enhanced employee retention. Additionally, finding indicated that majority 88(76.5%) agreed that increased customer loyalty ($M=4.17$, $SD=1.16$). Implying that most hotels invest in their customers especially in meeting their requirements which improves client loyalty. The findings also report that 89(77.4%) agreed that there were reduced customer complaints ($M=4.06$, $SD=1.24$). Meaning that most hotels invest in their customers especially in meeting their requirements which helped to reduce their complaints.

Participants further suggested ways of improving knowledge management for the efficiency of service delivery in the hotel. The respondents indicated that the hotel's management should embrace socialization in the hotel as a way of improving knowledge management. The respondents also indicated that the hotel management should encourage a change of mind set as well as solicit feedback and questions.

4.4 Inferential Statistics

To obtain regression coefficients, analysis of the variance, model of fitness, and correlation results, inferential analysis was conducted.

4.4.1 Correlation Analysis

In understanding how the study variables are associated, correlation analysis was done to demonstrate how strong the relationship was. The correlation analysis findings are tabulated.

Table 4.8: Correlation Results

	Service delivery	Knowledge Creation	Knowledge Sharing	Knowledge Application	Knowledge storage
Service delivery	1				
Knowledge Creation	.836**	1			
	0.000				
Knowledge Sharing	.836**	.732**	1		
	0.000	0.000			
Knowledge Application	.769**	.755**	.758**	1	
	0.000	0.000	0.000		
Knowledge storage	.726**	.697**	.745**	.631**	1
	0.000	0.000	0.000	0.000	

Results showed that knowledge creation positively and significantly correlated with the efficiency of service delivery ($r=0.836$, $p=0.000$). Implying that knowledge creation had a strong positive connection with service delivery efficiency. The findings agreed with Waithaka (2018) who showed that knowledge-creation practices significantly impacted the work of agricultural cooperatives. Further results showed that knowledge sharing had a significant and positively correlated with service delivery efficiency ($r=0.836$,

p=0.000). The study findings agreed with Kabiru (2015) who found that knowledge sharing was critical in enhancing service delivery.

This means that knowledge sharing positively correlated with the efficiency of service delivery.

Further results showed that knowledge application significantly and positively correlated with the efficiency of service delivery (r=0.769, p=0.000). Meaning that knowledge application had a strong positive correlation with efficiency of service delivery. The finding agrees Ngahu (2017) who stated that knowledge application significantly affects BPO performance.

Additionally, the findings indicated that knowledge storage significantly and positively correlated with efficiency of service delivery (r=0.726, p=0.000). Implying that knowledge storage had a strong positive correlation with efficiency of service delivery. The results agree with Nawab et al. (2015) who concludes that knowledge storage helps improve the competitiveness of the banking industry.

4.4.2 Regression Analysis

The variables' relationship was shown through regression analysis. This demonstrated how knowledge management and service delivery efficiency were related. The findings are tabulated below.

Table 4.9: Model Fitness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.888a	0.788	0.78	0.43034

Knowledge management were satisfactory in explaining service delivery efficiency of five-star hotels. The R² of 0.788 supports this. Meaning that the model fitness

illustrates that of the dependent variable variations, knowledge management explain 78.8% (holding constant all other factors) -efficiency of service delivery of five-star hotels.

To determine the Knowledge management as a predictor for efficiency of service delivery of five-star hotels the ANOVA was computed. Table 4.10 give the ANOVA results.

Table 4.10: Analysis of Variance

	Sum of Squares	df	Mean Square	F	Sig.
Regression	75.802	4	18.951	102.327	.000b
Residual	20.372	110	0.185		
Total	96.174	114			

Knowledge management was a better predictor of service delivery efficiency as the reported of 0.000p value and 102.327F statistic represents, this is less than the 0.05 significance level - conventional probability. Inferring that the knowledge management has statistically notable impact on service delivery efficiency at a 95% level of confidence. Regressions of coefficient findings are tabulated below.

Table 4.11: Regression of Coefficient

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.097	0.198		0.491	0.624
Knowledge Creation	0.358	0.09	0.340	3.983	0.000
Knowledge Sharing	0.278	0.085	0.297	3.257	0.001
Knowledge Application	0.195	0.071	0.197	2.742	0.007
Knowledge storage	0.146	0.069	0.143	2.121	0.036

Regression of coefficients illustrated that knowledge creation and service delivery efficiency related significantly and positively ($\beta=0.340$, $p=0.000$). Meaning that service delivery improvement with one-unit results to enhancement in service delivery efficiency by 0.340. The findings concurred with Waithaka (2018) who found that knowledge creation practices and performance.

Further knowledge sharing and efficiency of service delivery significantly and positively associated ($\beta=0.297$, $p=0.000$). Implying that a unit enhancement in service delivery results to increase in efficiency of service delivery by 0.297. These findings agree with Hussain, Konar, and Ali (2016) who disclosed that information sharing culture and behavior had a substantial impact on the presentation of service innovation

Further, knowledge application and service delivery efficiency related significantly and positively ($\beta=0.197$, $p=0.007$). Meaning that a unit increment in knowledge application leads to a 0.197 improvement in efficiency of service delivery. These agree with Kinyua et al. (2015) who disclosed that knowledge transformation and application had a beneficial impact on performance, according to the findings.

Further results showed that knowledge storage and efficiency of service delivery were associated significantly and positively ($\beta=0.143$, $p=0.000$). Meaning that a unit increase in service delivery results to a 0.143 increase in efficiency of service delivery. The study findings agreed with Cumari (2018) who indicated that the work of KEBS is impacted positively and significantly by knowledge preservation.

$$Y = 0.097 + 0.340X_1 + 0.297X_2 + 0.197X_3 + 0.143X_4 + \epsilon$$

Where:

“Y = Efficiency of service delivery

X1 =Knowledge creation

X2=Knowledge sharing

X3=Knowledge application

X4=Knowledge storage”

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter covers the research result summary, conclusions, and recommendations. The arrangement is done according to the study objectives. The chapter also outlines recommendations for further investigation.

The aim of this chapter is to provide a summary of the research findings, draw conclusions, and provide recommendations for future research and practice.

The chapter presents a summary of the research findings in relation to the research objectives, highlighting the key insights and contributions of the study. The conclusions drawn from the study are based on a careful analysis of the data collected, which is guided by the relevant theoretical frameworks and literature review.

Finally, the chapter outlines recommendations for further research. These recommendations seek to guide future research on the topic and contribute to the development of a robust and comprehensive body of knowledge in the field.

Overall, the chapter provides a comprehensive and nuanced account of the research findings, and seeks to contribute to the understanding and advancement of the research topic. By providing a clear and accessible summary of the study, drawing relevant conclusions, and offering actionable recommendations, this chapter aims to provide value to the academic community, practitioners, and policymakers alike.

5.2 Summary

This was done based on the research objectives.

5.2.1 Knowledge Creation and Efficiency of Service Delivery

The first objective was to assess how knowledge creation influences efficiency of the hospitality industry service delivery within the five-star hotels in Naivasha, Nakuru County. Descriptive results indicated that majority stated that the organization views knowledge as an organizational asset rather than a source of power. Further, majority agreed that their organization has opportunities for capacity building. Additionally, results showed that majority agreed that the company sources knowledge from external sources. Further results showed that majority were in agreement that developing knowledge repositories in the hotel had enhanced efficiency in the service delivery.

The findings also showed that majority agreed that employees are given an opportunity in decision making of the organization. Further findings revealed that majority agreed that employees gain a lot of new information from their business partners. This implied that five-star hotels hired business partners who were of great help to the employees. Results also revealed that majority concur with the respondents that employees share information with their coworkers.

Correlation analysis results disclose that knowledge creation correlated positively and significantly with efficiency of service delivery ($r=0.836$, $p<$). Regression analysis outcome showed that knowledge creation and efficiency of service delivery associated significantly and positively ($\beta=0.340$, $p<0.05$).

5.2.2 Knowledge Sharing and Efficiency of Service Delivery

The second objective was assessing how knowledge sharing influence efficiency of service delivery in the hospitality industry within the five-star hotels in Naivasha, Nakuru County. Descriptive results showed that majority agreed that there is a willingness to share lessons learned from the hotel. Further, majority of participant agreed that the personnel in the organization work together and share their experiences. Further, majority agreed that publication of information is always done in the firm. The findings also indicated that majority concurred that the sharing success stories and reports on service delivery has boosted the firm success. Further, majority of participants agreed that the organization's top management encourages knowledge sharing.

Correlation analysis results showed that knowledge sharing related significantly and positively with efficiency of service delivery ($r=0.836$, $p<0.05$). Regression analysis outcome showed that knowledge sharing and efficiency of service delivery were positively and significantly related ($\beta=0.297$, $p<0.05$).

5.2.3 Knowledge Application and Efficiency of Service Delivery

Objective three was assessing the influence of knowledge application on efficiency of service delivery in the hospitality industry within the five-star hotels in Naivasha, Nakuru County. Results showed that majority concurred that there was always a check to see if subordinates were using and applying the methods learned during training courses. Further, majority agreed that personal knowledge is transformed into organizational knowledge by the organization. Additionally, results showed that majority were in agreement that their hotel had procedures in place for

utilizing knowledge in the new services and products development. Further, majority agreed that the firm values and protects knowledge embedded in persons.

Additionally, results showed that majority concurred that the company has procedures in place to protect information from being misused within the organization. Majority agreed that their firm uses knowledge to adjust strategic direction. Correlation analysis results showed that knowledge application correlated significantly and positively with efficiency of service delivery ($r=0.769$, $p<0.05$). Regression analysis outcome showed that knowledge application and efficiency of service delivery related significantly were positively and significantly related ($\beta=0.197$, $p<0.05$).

5.2.4 Knowledge Storage and Efficiency of Service Delivery

Objective four was to assess how knowledge storage influence efficiency of the hospitality industry service delivery within the five-star hotels in Naivasha, Nakuru County. The results showed that majority concurred that employees keep track of project lessons learnt. Further results illustrated that majority agreed that project-related lessons are always documented. Further, majority agreed that lessons learned were classified by project type and subject area using a system in place. Further, majority agreed that there is a set format to follow when recording project lessons learnt, such as templates/forms.

results also indicated that majority agreed that knowledge storage strategies are adequately addressed in the policy on knowledge. Further, majority of the respondents agreed that all staff can get training/instruction on how to use the structured framework

for documenting lessons learnt. Correlation analysis results showed that knowledge storage significantly and positively correlated with efficiency of service delivery ($r=0.726$, $p<0.05$). Regression analysis outcome showed that knowledge storage and efficiency of service delivery related significantly and positively ($\beta=0.143$, $p<0.05$).

5.3 Conclusion of the Study

The study concluded that knowledge creation had significantly and positively affect efficiency of service delivery. The implication is that knowledge creation as a component of knowledge management is contributing significantly to improving efficiency of service delivery in the hospitality industry. In addition, creating opportunities for capacity building enhances service delivery in the hotels. Further, sourcing out knowledge from external sources helps in knowledge creation which enhances service delivery.

The study concluded that knowledge sharing significantly and positively affect efficiency of service delivery. The implication is that sharing of knowledge as a component of knowledge management contributes significantly to improving the efficiency of the hospitality industry service delivery. In particular, utilization of institutional knowledge as well as having a knowledge sharing policy in the hotels aids in improving service delivery in the hotel. Further, holding workshops and conferences to share and disseminate information enhances service delivery.

Knowledge application significantly and positively affect efficiency of service delivery. The implication is that knowledge application as a knowledge management component contributes significantly to improving the efficiency of service delivery in the hospitality industry. Further, application of knowledge was notably employed by the hotels through staff support, modern IT integration, using the available knowledge seamlessly, training and conversion of knowledge by staff.

The study also concluded that knowledge storage significantly and positively affects efficiency of service delivery. The implication is that knowledge storage as a knowledge management component contributing significantly to improving the hospitality industry efficiency of service delivery. In particular, storage of information through documentation, record keeping, classifying information and training enhances service delivery.

5.4 Recommendations of the Study

The study recommends that hotels should utilize knowledge to enhance efficiency of service delivery through developing knowledge creation policies and encouraging staff to use the gained knowledge gained on service delivery in developing new innovations and coming up with new services and products.

The hospitality industry needs improvement of its human resources capacity in enhancing their capability of learning, sharing, applying, storing and disseminating knowledge. The study recommends that the hotels management ought to invest more in

storing and disseminating information and modern technology. Further, hotels should have an enhanced system for storing knowledge to avoid losing copyright.

5.5 Suggestions for Further Research

The study focused only on selected target respondents who were managers of five star hotels. However, efficiency of service delivery being a hotel wide agenda, there is need to replicate the study to other stakeholders in the hotel to compare the findings to gain their perceptions on the subject area.

The research established the knowledge management for the efficiency of the hospitality industry's service delivery within the five-star hotels in Naivasha, Nakuru County. This study therefore narrowed down to five-star hotels only. Thus, further studies could consider other hotels such as four-star hotels and three-star hotels for purposes of making comparison. In addition, the study focused on -star hotels in Naivasha, Nakuru County. Further studies could focus on other counties in Kenya such as Nairobi County.

Additionally, the study's explanatory power (R square) was not 100%. Implying that there are other knowledge management practices affecting efficiency of service delivery. Hence, further investigations may focus on other knowledge management practices like knowledge acquiring, knowledge conveying.

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APPENDICES

Appendix I: Introduction Letter

Dear Sir/Madam,

RE: DATA COLLECTION

I am a Masters student at Kenyatta University conducting a research entitled *“knowledge management on the efficiency of service delivery in the hospitality industry, a case of five-star hotels in Naivasha town, Kenya.”* This questionnaire will help ingathering the required data to address the research objectives. I am writing to ask for permission to carry out the exercise of data collection from the fund managers.

Confidentiality of the data provided will be ensured and the participants’ identity will be kept anonymous.

Thanking you advance for your cooperation.

Yours Sincerely



Godian Mabindah Asami

Appendix II: Questionnaire

Note: For questions that require you to state your level of agreement with the various statement on a point 5 scale, use: "1 - Strongly Disagree, 2 - Disagree, 3 - Neutral, 4 - Agree, 5 - Strongly Agree."

Section A: Demographic Data

1) Your gender

a) Female { }

b) Male { }

2) Your age bracket

Below 30 years { } 30-35 years { }

36-45 years { } 46-55 years { }

Above 55 years { }

3) What is your highest academic qualification?

Certificate { } Diploma { }

Bachelors Degree { } Masters degree { }

PhD { }

4) How many years have you worked at your organization?

Below 2 year { } 3-6 years { }

7 – 10 years { } More than 10 years { }

Section B: Knowledge Creation

Please indicate with a tick (√)how far you agree with these questions on knowledge creation on the efficiency of service delivery.

Knowledge creation	1	2	3	4	5
Knowledge is considered as an asset by the organization and not their own source of strength					
The organization has opportunities for capacity building					
The organization sources knowledge from external sources					
Developing knowledge repositories in the university has enhanced efficiency in the service delivery					
Employee are given an opportunity in decision making of the organization					
The employees obtain a better new knowledge extent from business partners					
Employees exchange knowledge with their co-workers					

In what ways can the management improve knowledge creation for efficiency of service delivery in your organization?

.....

Section C: Knowledge Sharing

Please indicate with a tick (√)how far you agree with these questions on knowledge sharing on the efficiency of service delivery.

Knowledge sharing	1	2	3	4	5
Individuals are willing to share lessons learned in company					
There is cooperation and experience exchange amongst the staff in the organization					
Publication of information is always done in the firm					
Sharing success stories and reports on service delivery has boosted the firm success					

Knowledge sharing is promoted by organization's general management					
--	--	--	--	--	--

In what ways can the management improve knowledge sharing for efficiency of service delivery in your organization?

.....

Section D: Knowledge Application

Please indicate with a tick (√)how far you concur with the following questions on knowledge application on the efficiency of service delivery.

Knowledge application	1	2	3	4	5
There is always a follow up to make sure subordinates are using and applying strategies obtained during training courses					
There is conversion of personal knowledge into organizational knowledge by the organization					
The firm has processes for using knowledge in development of new products/services					
The firm values and protects knowledge embedded in individuals					
The firm has processes to protect knowledge from inappropriate use inside the organization					
The firm uses knowledge to adjust strategic direction					

In what ways can the management improve knowledge application for efficiency of service delivery in your organization?

.....

Section E: Knowledge Storage

Please state how far you agree with the following questions on knowledge storage on the efficiency of service delivery in the tourism fund.

Knowledge storage	1	2	3	4	5
Employees document lessons learned from projects					
Lessons learnt from projects are always documented					
There exists a classification scheme for categorizing lessons learned by project type subject area					
There is a structured format, such as templates/forms and to follow when documenting lessons learnt from projects					
The policy on knowledge management has adequate strategies for knowledge storage					
Training/instruction on using the structured format for documenting lessons learned is available for all employees					

In what ways can the management improve knowledge storage for efficiency of service delivery in your organization?

.....

.....

.....

Section F: Efficiency of service delivery

Please indicate how far you agree with the following questions on the efficiency of service delivery in the tourism fund.

Efficiency of Service Delivery	1	2	3	4	5
Customer satisfaction has been excellent in the organization					

Revenue of the organization has been increasing in the last five years					
Bookings has been increasing in the last five years					
Staff retention has been increasing in the last five years					
Increased customer loyalty					
Reduced customer complaints					

Suggest other ways of improving knowledge management for efficiency of service delivery in your organization?

.....
.....
.....

Appendix III: Five-star hotels in Naivasha

1	Enashipai Resort & Spa
2	Villa Grazia Luxury Hotel Naivasha
3	Elmer Resort & Spa Naivasha
4	Myvasha Homes
5	Eserieni The Hotel
6	Pyramid Restaurant
7	Dovenest Lodge
8	Meris lodge
9	Guest House Jane Naivasha
10	Naivasha Gate Hotel
11	Viewers Park Hotel
12	Three Ways Hotel and Restaurant
13	Sweet Lake Resort

Appendix IV: Authorization Letter from Kenyatta University


KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke P.O. Box 45844, 00100
Website: www.ku.ac.ke NAIROBI, KENYA
Tel. 810901 Ext. 4150

Internal Memo

FROM: Dean, Graduate School DATE: 28th June, 2022

TO: Godian Mabindah Asami REF: E108/OL/CTV/27793/2019
C/o Library & Information Science Dept.

SUBJECT: APPROVAL OF RESEARCH PROPOSAL

We acknowledge receipt of your revised Research Project as per our recommendations raised by the Graduate School Board of 25th May, 2022 entitled "Knowledge Management for the Efficiency of Service Delivery in the Hospitality Industry A Case of Five Star Hotels in Naivasha Town, Nakuru County, Kenya.

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking and progress report forms per semester. The forms are available at the University's Website under Graduate School webpage/downloads.

Also, please ensure that you publish articles(s) from your project before submitting it to Graduate School for examination as per the Commission for University Education and Kenyatta University guidelines.

Thank you.


ELIJAH MUTUA
FOR: DEAN, GRADUATE SCHOOL

C.c. Chairman, Department of Library & Information Science

Supervisor:

1. Dr. Peter Wamuc
C/o Department of Library & Information Science
Kenyatta University

20/200

Appendix V: NACOSTI Permit



 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

 Ref No: 249623

RESEARCH LICENSE



This is to Certify that Mr. Godian Azani Mahindah of Kenyatta University, has been licensed to conduct research in Nakuru on the topic: **KNOWLEDGE MANAGEMENT FOR THE EFFICIENCY OF SERVICE DELIVERY IN THE HOSPITALITY INDUSTRY - A CASE OF FIVE STAR HOTELS IN NAIYASHA TOWN, NAKURU COUNTY, KENYA, for the period ending : 21/July/2023.**

License No: NACOSTIP/22/19041

 Applicant Identification Number: 249623

 Director General: 

 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

 Verification QR Code: 

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