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Knowledge management practices on innovation performance in the hotel industry: mediated by organizational learning and organizational creativity

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Abstract

Purpose – The purpose of this study is to investigate the role of knowledge management (KM) practices on innovation performance. It also examines whether organisational creativity and organizational learning mediate the relationship between KM practices and innovation performance.

Design/methodology/approach – The study uses a quantitative method by surveying (n = 291) hotel employees from Malaysia using self-administered questionnaires. Data collected were analysed by using partial least squares structural equation modelling.

Findings – Findings reveal that KM positively impacts innovation performance among Malaysian hospitality workers. This study further reveals that organisational learning and organisational creativity significantly mediate the relationship between KM and innovation performance.

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Originality/value – Theoretically, this study establishes how KM practices influence innovation performance. Organizations that practice organizational learning and creativity are more likely to benefit from increased innovation outcomes through KM practices.

Keywords Organizational learning, Innovation performance, Hotel industry, Knowledge management practices, Organizational creativity

Paper type Research paper

1. Introduction

Knowledge management (KM) plays a crucial role for organizations success (Bresciani *et al.*, 2022; Rehman *et al.*, 2021a). The practice of KM has increased tremendously across industrial sectors, especially in the hospitality and tourism industries (Asadi *et al.*, 2020; Manesh *et al.*, 2020). Despite recent advances in information systems and adoption that allow for the widespread use, transfer, reuse, storage and creation of knowledge, organizations in the hospitality sector seem to have benefited less from innovation (Hameed *et al.*, 2021; Hassi, 2019). In the hospitality industry, hotel managers and workers need to have an in-depth awareness of all aspects of the company, including how it should evolve in response to social shifts and changes in client preferences (Alnawasand Brown, 2019; Binder, 2019; Kasim *et al.*, 2018). The success of hospitality businesses depends on the quality of their human capital in terms of education, expertiseand experience that can drive employees' productivity and organisation's profits (Akoi and Yesiltas, 2020; Rabiul *et al.*, 2021b).

In today's highly competitive, unpredictable and continuously changing corporate world, KM has become an essential component of organization performance (Rehman *et al.*, 2021a). KM is about leveraging the knowledge assets available to the organization to generate competitive advantage and innovation (Rehman *et al.*, 2021a). Experts and knowledge creators may thrive in this competitive atmosphere, as it requires and encourages exchanging ideas (Andreeva and Kianto, 2012; Suknunan and Maharaj, 2019). Using a knowledge-based perspective, the essential means of production are intangible (e.g. skills, experiences and competencies) and innovation performance used for the business advantage (Wescott and Oppong, 2020). Moreover, innovation is considered one of the primary factors in improving company performance in the hotel sector (Hameed *et al.*, 2021). For instance, increased service quality is associated with innovation performance (Alnawas and Brown, 2019; Dorson, 2018). Therefore, various studies (Asadi *et al.*, 2020; Hassi, 2019) urge to examine the hospitality industry's innovation performance.

Although the impact of innovation performance in the hotel business seems relevant to hospitality literature, studies are yet to examine how to improve innovation performance in the field, especially on how KM practices impact innovation performance. Besides, earlier studies did not focus on technical and administrative innovation in the hospitality industry. Therefore, this study aims to explore KM practices that impact innovation performance, including administrative and technical innovation through organizational learning and creativity. The importance of organizational learning and creativity in business is phenomenal, including the hospitality organization (Attia and Eldin, 2018; Bhatia, 2021; Binder, 2019; Hamdani and Susilawati, 2018; Kasim *et al.*, 2018). There has been a strategic and theoretical call for attention to the relationship between KM and organisational creativity because KM and creativity (considered intangible capital) are important for the organization's survival and growth.

Motivated by the theoretical assumption of the knowledge-based view (KBV) theory that the knowledge processes of an organization enhance individual and group members' innovative capabilities and functions (Krogh, 1998; Lee and Choi, 2003), we argue that KMP

influences innovation practice. Some empirical studies seem to be consistent with our assumption. First, a set of papers in the KM domain has linked KMP to organizational learning (Hovland, 2003), whereas another set of studies has linked organizational learning to innovation performance (Hung *et al.*, 2011). Second, organizational creativity has been linked to KMP (Kuzior *et al.*, 2019; Mikalauskienė and Atkočiūnienė, 2019; Scuotto *et al.*, 2020) and, in the same vein, linked with innovation performance (Drobyazko *et al.*, 2019; Pascual *et al.*, 2019; Schuckert *et al.*, 2018). Consequently, this set of studies documents that KMP and innovation performance could indirectly relate to organisational learning and creativity. Therefore, organizational learning and creativity are potential mediators to address studies that argue in favour of no direct link between KMP and innovation performance and extend the theoretical explanation of the KBV theory in the link between KMP and innovation practice.

This study was conducted in the developing context in Malaysia, which adds to the literature in the context. Our study has a few contributions. First, most prior research on the relationship between KM and organizational performance has been conducted in developed countries (Abubakar *et al.*, 2019; Rajapathirana and Hui, 2018). Second, most of the previous studies in the general management domain are focused on defining and identifying KM, how the organization can implement it and how information technology can assist in facilitating KM practices to achieve competitiveness, sustainability and dynamic capability (Abubakar *et al.*, 2019; Zaim *et al.*, 2019). While our study examined how KM practices link to innovation performance, including technical and administrative innovation. Third, the literature on KM in the hospitality and tourism field is limited, particularly on how innovation performance concerns organizational creativity and learning. We concentrated on organizational creativity and learning, which are important mechanisms of how KM practices likely impact innovation performance in the hospitality context. Overall, this study attempts to fill the void in the hospitality literature by examining the impact of KM practices on innovation performance through the intervening role of organizational learning and creativity in the hotel sector of Malaysia.

The rest of the paper is organized as follows. Section 2 presents the related review and hypotheses development. Section 3 presents the research design. Section 4 presents the results for the measurement model and the structural model. Section 5 discusses the findings and presents the limitations and suggestions for future studies.

2. Literature review and hypotheses development

2.1 Theoretical underpinning

The two streams of theorists on KM and organisational success are KBV and resource-based views (RBVs; Grant, 1996). According to the RBV, knowledge is a strategic resource to achieve organisational performance (Barney, 1991). It is a collection of processes meant to govern product knowledge development and improvement of learning, sharing and decision-making in organisations. The RBV theorists believe that KM is a multi-faceted endeavour that includes gathering information from many sources and converting, disseminating, using and repurposing the information for decision making. A company's competitiveness depends more on its internal qualities and resources than on its product-market positioning. Moreover, performance gaps arise across organisations because of disparities in the amount and quality of information and the varied ways they can use and grow that knowledge (Penrose, 1959). As a result, the KBV and not RBV places a high priority on managing knowledge resources in enterprises.

This study underpinned the KBV theory to explore the association between KM practices, organization factors and innovation performance. Adopting the KBV theory

enhances our understanding of KM practices such as organisational learning and creativity. In the context of KM, recognising and using the collective knowledge of an organisation is referred to as identifying and using KM (Krogh, 1998). KM consists of knowledge processes (such as knowledge generation and exchange), as well as infrastructures or capabilities or management activities that support and improve the knowledge processes (Lee and Choi, 2003), resulting in a shift in management and planning practices (Marques and Simón, 2006).

2.2 Knowledge management practices and organization learning

In recent times, researchers have become more interested in how intangible resources impact organisational performance (Gamayuni, 2015). Furthermore, previous research has shown that combining KM with other organisational practices (such as culture, human resource management, IT, structureand leadership) can help organisations cope with a competitive and dynamic business environment to improve organizational performance (Susanty *et al.*, 2018).

Various viewpoints have examined organisational learning, including psychology, sociology, management science, information management, organisational behaviour and strategy theory (Argote, 2014). Although KM and organisational learning are related practices, past research has been inconclusive in evaluating their connection. According to some scholars, organisational learning is the process that allows the formation of new knowledge. Several scholars have proposed KM as an ideal infrastructure for supporting and facilitating the organization's learning experience (Abualoush *et al.*, 2018; Attia and Eldin, 2018; Patwary *et al.*, 2020). The impact of one or more KM facilitators on organisational learning has been studied in the past. For instance, Lopez *et al.* (2004) surveyed more than 200 workers across 195 Spanish firms on how organisational culture influences organizational performance via organisation learning. They demonstrated that collaborative culture alters organisational processes and conducts to attain improved performance via the mediation of organisational learning. Similarly, Chen *et al.* (2018) claim that corporate culture fosters organization learning and creativity.

Researchers have examined KM as a consequence of organisational learning (Li *et al.*, 2022; Papa *et al.*, 2018). Similarly, numerous research has looked at the influence of organisational knowledge and learning management practices on various organisational competencies and policies (Abualoush *et al.*, 2018; Abbas and Sağsan, 2019). These researchers found that these skills and practices improve decision-making and KM results from organisational learning. Thus, it is hypothesized as follows:

H1. KM practices have a positive correlation with organizational learning.

2.3 Knowledge management practices and organizational creativity

The non-financial and financial dimensions of an organization's success are reflected in KM intermediate outcomes. Mikalauskienė and Atkočiūnienė (2019) proposed that KM process capabilities be connected to KM intermediate results to assess KM performance better. Because organisational creativity is considered the core of KM projects and acts as a seed for all innovations, it is used as a proxy for KM intermediate outcomes in this research (Amabile *et al.*, 1996; Gurteen, 1998; Patwary *et al.*, 2022; Rabiul *et al.*, 2022). Organizational creativity has been considered vital to an organisation's survival and development in today's ever-increasing environmental instability and complexity. Amabile *et al.* (1996) defined creativity as the capacity of humans to develop helpful and beneficial processes, methods, ideas, services, products that enable them to enhance value for a variety of stakeholders. Organizations are

made up of many knowledge bases that may intersect with a set of goods or services to produce new products and services for a range of market possibilities (Grant, 1996; Kuzior *et al.*, 2019; Scuotto *et al.*, 2020). Knowledge is what permits a company to compete in various product categories (Mahdi *et al.*, 2019). Thus, we conjecture that:

H2. KM practices have a positive correlation with organizational creativity.

2.4 Organizational learning and innovation performance

Numerous studies have shown that a culture that encourages organisational learning increases individual, teamand organisational learning, as well as organisational performance (Alom *et al.*, 2019; Hung *et al.*, 2011; Jain and Moreno, 2015). The tangible output through knowledge capacity fosters creative performance from the standpoint of organisational learning. As a result, information absorption in research and development and other business divisions is often the source of innovation (Mansfield, 1983). Employee learning attitude improves internal knowledge intake and assimilation (Rhee and Stephens, 2020). It also enhances an organization's capacity to learn and advances its innovative activities' efficiency, effectiveness and capacities (Liu *et al.*, 2018). According to Zhu *et al.* (2019), encouraging learning from external partners positively impacts new innovation and product development. Companies with a learning orientation may search the external world for new technical paradigms that lead to innovation (Bhatia, 2021).

Moreover, from a market-oriented viewpoint, organisational learning often promotes profit growth, sales, customer satisfaction and creativity. Companies encourage new product development by emphasising the importance of learning inside the firm and actively encouraging staff to acquire market information and transfer it without self-interest. Furthermore, innovation could become a method for resolving existing issues. According to Rueden *et al.* (2019), problem-solving is a learning process that combines many types of knowledge and serves as a foundation for building knowledge. The fundamental source of innovation is fresh knowledge acquisition (Shahzad *et al.*, 2020). As a result, whether information flows freely or firms use existing knowledge to produce new ideas, productivity and creativity are boosted (Maravilhas and Martins, 2019). Some empirical investigations show a beneficial link between the generation of new information and a company's success (Ode and Ayavoo, 2020; Mardaniet *et al.*, 2018). These studies argue that encouraging organisational learning increases knowledge competency and boosts innovation performance. Thus, it is hypothesized as follows:

H3. Organizational learning has a positive correlation with innovation performance.

2.5 Organizational creativity and innovation performance

Innovation is putting successful creative ideas into action in a company (Schuckert *et al.*, 2018). Most importantly, innovation performance requires a high level of creativity. A firm requires methods, operations and structures that allow timely and efficient project completion for its commodities to be unique (Aliasghar *et al.*, 2019; Patwary *et al.*, 2020; Stierand *et al.*, 2014). According to this viewpoint, individual and collective creativity is the beginning point for innovation. However, other factors, such as technology transfer, play a role in a successful breakthrough. Process and product innovation performance are two ways to think about organisational innovation performance. Product innovation is introducing new or enhanced products or services to the customers with the objectives of recognising new consumer demands, monitoring product quality and devising a market growth plan (Drobyazko *et al.*,

2019;). The implementation of new or better processes to generate products and services is referred to as process innovation. Process innovation aims to reduce lead times and operation costs while increasing industrial adaptability (Giovanni and Cariola, 2021). It is concerned with improving the productivity of activities used to produce products and services.

The current focus on creativity in businesses is mostly because it influences a company's innovative performance and success. Many writers claim that creativity and innovation are linked. Stierand *et al.* (2014) claim that "creativity may be considered the initial step of an innovation process." According to Pascual *et al.* (2019), "innovation is at the bottom line, based on the firm's ability to manage creativity," and "creativity is the starting point for any innovation". Brennan and Dooley (2005) stated that an organization's "capacity to promote innovation is strongly reliant on the stock of prospective ideas and issue solutions" (also known as "seedlings of innovation"), produced through its creative processes. Creativity is used in various organisational situations, including strategy, innovation, organisational development and leadership for managing change and renewal (Gilson *et al.*, 2005). Meanwhile, in circumstances when experience or established procedures fail, creativity and inventive solutions are critical.

H4. Organizational creativity has a positive correlation with innovation performance.

2.6 Knowledge management practices and innovation performance

KM practices describe the culture of knowledge creation, storage, access, knowledge sharing and acquisition required for enhancing employees' innovation practices in improving organizational performance. KM practice may render the firm inflexible in dealing with innovation practice, thereby creating organization rigidities (Leonard-Barton, 1992). Several empirical studies have examined the influence of different aspects of knowledge-based assets and KM on innovation performance. Researchers have revealed that generic knowledge processes – such as knowledge creation and sharing (Chen *et al.*, 2010), knowledge sharing, application and storage (Lee *et al.*, 2013) and knowledge creation, documentation and storage, sharing and acquisition (Andreeva and Kianto, 2011) – have positive impacts on a firm's innovation performance likewise administrative and technical innovation in the organization.

The findings on the relationship between KM practice and innovation practice have been mixed (Chen and Huang, 2009; Leonard-Barton, 1992; Mardani *et al.*, 2018). Administrative and technical innovations are critical for an organization's success in a competitive business environment. While administrative innovation has a more apparent and direct impact on an organization's bottom line, process innovation has a less evident impact on the external marketplace (Aliasghar *et al.*, 2019). Technical innovation may alter the idea-to-launch procedure of manufacturing innovation and can inspire "new" items anytime new products need a manufacturing and distribution process to reach clients (Biazzo and Filippini, 2021). As a result, tracking the success of both administrative and technical innovation is imperative.

Hence, we formulate that:

H5. KM practices have a positive influence on innovation performance.

2.7 Mediating role of organizational learning and creativity

According to Song *et al.* (2011), creativity in organisational learning may improve the organization's and individuals' efficiency. Jiang and Chen (2017) established a strong link between knowledge and organisational innovation in the organisational learning process. According to Hamdani and Susilawati (2018), learning may help a company become more innovative. An organization's learning mechanism has predictive power on the development of

employee creativity and innovative behaviour (Bhatia, 2021; Binder, 2019; Hamdani and Susilawati, 2018). Thus, organisations boost creativity through a variety of active, static and dynamic organisational learning activities, as well as cultivating suitable cultivation programmers and plans. Although previous studies suggested that KM practices directly lead to innovation performance (administrative innovation and technical innovation) (Chen and Huang, 2009; Delshab *et al.*, 2022), however having mediating role of organizational learning and creativity between the relationship of KM practices and innovation would make it stronger. Likewise, Shoham *et al.* (2012) suggested that employees' learning and creativity in the organization enriches the performance of the employees though knowledge sharing. However, understanding how organizational creativity and learning mediate the relationships between KM practices and innovation performance remains unexplained. Besides, leveraging the KBV theory, Abualoush *et al.* (2018) note that achieving organizational performance through administrative and technical innovation involve KM infrastructure and its practices in the organization and employees' creative behavior. Therefore, this study strongly argued that organizational learning and creativity can a play a vital mediating role between KM practices and innovation performance.

Hence, we formulate as follows:

H6. Organizational learning mediates the relationship between KM practices and innovation performance.

H7. Organizational creativity mediates the relationship between KM practices and innovation performance.

Following arguments, the research framework has been developed, as shown in Figure 1.

3. Method

3.1 Population and sample

As reported by the Ministry of Tourism, Arts and Culture Malaysia, 223 (128 four-star and 95 five-stars) hotels were located across the 13 states of Malaysia and the federal territory of Kuala Lampur (Rabiul *et al.*, 2021a). Of this, 165 (77.46%) hotels are located in six main regions of Malaysia, such as 51 are situated in Kuala Lumpur, 29 in Penang, 26 in Selangor and 23 in Malacca, 20 in Pahang and 16 in Kedah. However, other regions were excluded from the study due to accessibility concerns during data collection.

3.2 Measurement

KM practice comprises 11 items of unidimensional construct adapted from Zack *et al.* (2009). The items include "We explicitly recognize knowledge as a key element in our strategic planning exercises". Innovation performance was measured by using two-dimensional constructs, administrative innovation (four items) and technical innovation (three items); the measurement items were created by Ibarra (1993) and modified by Huang and Li (2009). The items include "The

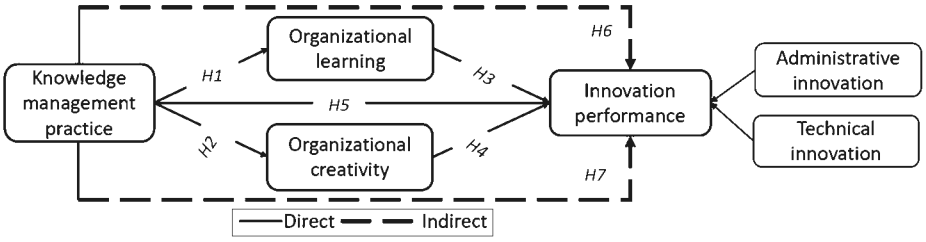


Figure 1.
Research model

firm responds to environmental changes flexibly" (administrative innovation) and "The firm enhances the development of new technologies" (technical innovation). Organizational learning was measured using four items adapted from Kale *et al.* (2000). The items include "The organization has learned or acquired much new and relevant knowledge over the last three years". Five items were used to measure organizational creativity adapted from Lee and Choi (2003). The items include "Our company has produced many novels and useful ideas (services/products)". All the scales were measured using a seven-point (seven strongly agree and one strongly disagree).

3.3 Data collection procedure

A cross-sectional study was conducted to collect data from four- and five-star hotel employees. This study used a purposive sampling technique to source the respondents. A total of 600 questionnaires were distributed to attain the targeted sample of 300, expecting a 50% response rate. In line with Rabiul *et al.* (2021a), a response rate of 50% is sufficient for this study. To account for large territories and accessibility issues, questionnaires were segregated by researchers and representatives among the targeted states, such as Kuala Lumpur, Penang, Malacca, Pahang, Kedah and Selangor well. To attain the targeted sample size of 300, we contacted 75 human resources (HR) managers of hotels in targeted regions. Out of them, only 52 managers were willingly allowed to research their employees. Therefore, regardless of their employee number in the hotel, we equally distributed the 600 questionnaires to their employees. Finally, we received 311 responses with a response rate (52%) higher than the expectation. However, the valid sample remained only 291 after removing outliers and missing data.

3.4 Data treatment

We have checked and removed the missing data following earlier studies (i.e. Rabiul *et al.*, 2021b). The data was collected through questionnaire simultaneously then there is a possibility that common method bias (CMB) issue can occur and disturb empirical data (Kraus *et al.*, 2020; Rehman *et al.*, 2021b, 2021c, 2021d). CMB normally occurs in behavioral studies (Bresciani *et al.*, 2022; Rehman *et al.*, 2021f; Rehman *et al.*, 2022; Sun *et al.*, 2022). CMB is deemed a rigorous issue and usually occurs in self-survey reports (Podsakoff and Organ, 1986). CMB issue can be reduced to ensure respondents that their information is in safe hands (Kraus *et al.*, 2020). Besides, we ensure no serious multicollinearity issues and outliers present in the data set. We confirm this by performing the variance inflation factor and multivariate outliers following by earlier studies (i.e. Chin *et al.*, 2020; Cheah *et al.*, 2018; Rabiul *et al.*, 2021b). Furthermore, Harman's single-factor test assessed CMB. No bias was found as a single factor explained only 39.8%, which is less than a threshold of 50% (Podsakoff and Organ, 1986).

4. Results

Table 1 shows the demographic distribution of the respondents for gender, marital status, age, industry experience, departments of works and education level. For example, female employees dominate the sample representing about 54.6%, whereas 45.4% of the respondents are male. This is expected because female employees seem to dominate the hotel industry. In terms of age group, the highest age group consists of "26 to 29 years" 34.0%, followed by "30 to 33 years", 33.3%, "22 to 25 years" 19.9%and 34 years and above 8.9%.

For education level, most of the respondents are diploma and bachelor's degree holders, suggesting that hotel employees possess the knowledge and skills required to ensure improved, innovative behaviour in the hospitality industry. Most of the staff who participated in the survey work in food and beverage (38.8%)and housekeeping (20%), with less in the sales and marketing department.

Characteristics	Frequency	(%)
Gender		
Male	132	45.4
Female	159	54.6
Marital status		
Single	82	28.2
Married	198	68.0
Widow	9	3.1
Divorced	2	0.7
Age (Years)		
18–21	11	3.8
22–25	58	19.9
26–29	99	34.0
30–33	97	33.3
34 and above	26	8.9
Education level		
Never been to school	1	0.3
Primary school	19	6.5
Secondary School	24	8.2
Skills certificate	63	21.6
Diploma	93	32.0
Degree/bachelor	65	22.3
Masters	24	8.2
PhD/doctoral	2	0.7
Industry Experience in years		
0–2	23	7.9
>2–5	56	19.2
>5–8	135	46.4
>8–10	46	15.8
>10–15	31	10.7
Departments of works		
Front office	6	2.1
Food and beverage	113	38.8
Housekeeping	60	20.6
Sales and marketing	43	14.8
HRM	26	8.9
Accounts	43	14.8

Note: HRM = Human Resource Management

Table 1. Demographic profile of the respondents (n = 291)

Table 2 shows the bivariate correlations, standard deviation (SD) and means (M) values where organizational creativity had the highest (3.88) and KM practice had the highest correlation (0.737) with organizational creativity.

4.1 Convergent and divergent validity

We applied structural equational modelling (SEM) using SmartPLS software 3.3.2 to analyse the data (Chin *et al.*, 2020). The PLS-SEM is a second-generation technique applied in many disciplines such as social sciences (Chin *et al.*, 2020; Cheah *et al.*, 2018). It explains statistical relationships in more detail among all variables in one model (Shmueli *et al.*, 2019). SmartPLS

mainly applied two-measure models: measurement and structural models (Chin *et al.*, 2020; Shmueli *et al.*, 2019).

Moreover, the measurement model is assessed using construct validity (i.e. loadings and composite reliability), convergent validity (i.e. average variance extracted [AVE]) and discriminant validity, as depicted in Table 3. The loading of individual items of each variable was above 0.70, the average variance extracted (AVE) was greater than 0.50 and the composite reliability was more than 0.70. Thus, all variables exceed the minimum convergent validity and reliability (Chin *et al.*, 2020; Cheah *et al.*, 2018).

Table 2. Descriptive statistics and correlation matrix

Variables	Mean	SD	1	2	3	4	5
1. Knowledge management practice	3.756	0.599	1				
2. Organizational learning	3.789	0.676	0.226**	1			
3. Organizational creativity	3.888	0.627	0.737**	0.206**	1		
4. Administrative innovation	3.586	0.652	0.646**	0.252**	0.615**	1	
5. Technical innovation	3.840	0.640	0.318**	0.567**	0.380**	0.321**	1

Note: **Two-tailed significant correlation at the 0.01 level

Table 3. Measurement model assessment

Constructs	Items	Loading	Composite reliability	Average variance extracted (AVE)
Administrative innovation	ADI1	0.747	0.891	0.672
	ADI2	0.863		
	ADI3	0.826		
	ADI4	0.838		
Knowledge management practice	KMP1	0.746	0.923	0.572
	KMP2	0.717		
	KMP3	0.746		
	KMP4	0.820		
	KMP5	0.807		
	KMP6	0.680		
	KMP7	0.814		
	KMP8	0.744		
	KMP9	0.719		
Organizational creativity	OC1	0.820	0.920	0.696
	OC2	0.821		
	OC3	0.829		
	OC4	0.848		
	OC5	0.854		
Organizational learning	OGL1	0.827	0.884	0.657
	OGL2	0.785		
	OGL3	0.849		
	OGL4	0.777		
Technical innovation	TCI1	0.853	0.895	0.740
	TCI2	0.868		
	TCI3	0.859		

Additionally, to confirm the divergence of the variables, heterotrait–monotrait (HTMT) was performed, as depicted in Table 4. The HTMT ratio is below the threshold value of 0.90 (Cheah *et al.*, 2018; Shmueli *et al.*, 2019). Hence, all the variables are different from each other.

As shown in Table 5, innovation performance is a second-order construct with a loading of 0.867 for administrative innovation and 0.750 for technical innovation, respectively. Thus, both fulfil the second-order formative criterion (Cheah *et al.*, 2018; Shmueli *et al.*, 2019).

4.2 Hypothesis testing

To understand the direct and indirect effects between the variables, we applied the bootstrapping procedure, which includes 5,000 bootstrap samples as suggested by Cheah *et al.* (2018). Before we applied to bootstrap, latent variables score was counted due to the second-order reflective construct of innovation performance. The results are presented in Table 6. All the hypotheses were supported.

Cross-validated redundancies (Q^2) of 0.047 to 0.557 are greater than zero, indicating the model has small to medium predictive relevance (Chin *et al.*, 2020; Cheah *et al.*, 2018; Shmueli *et al.*, 2019).

The coefficient of determination (R^2) is between 0.049 and 0.561, indicating that the exogenous variables have substantial effects on the endogenous variable (Table 7).

Table 4. Heterotrait–monotrait ratio (HTMT)

Constructs	1	2	3	4	5
1. Administrative innovation	–				
2. Knowledge management practice	0.744				
3. Organizational learning	0.301	0.261			
4. Organizational creativity	0.716	0.817	0.241		
5. Technical innovation	0.390	0.368	0.686	0.443	–

Table 5. Reflective second-order construct

Composite reliability and T-value at second order reflective construct	Dimensions	Path coefficient	*t*-values
Innovation performance (CR = 0.860)	Administrative innovation	0.869	50.581
	Technical innovation	0.750	24.226

Table 6. Hypotheses testing

No.	Hypothesized paths	(β)	*t*-values	*p*-values	Decision
H1	KMP → OL	0.228	3.697	0.000	Accepted
H2	KMP → OC	0.750	22.808	0.000	Accepted
H3	OL → IP	0.324	6.905	0.000	Accepted
H4	OC → IP	0.340	6.524	0.000	Accepted
H5	KMP → IP	0.306	5.720	0.000	Accepted
	Indirect hypotheses				
H6	KMP → OL → IP	0.074	3.265	0.001	Accepted
H7	KMP → OC → IP	0.255	6.095	0.000	Accepted

Notes: KMP = knowledge management practice; OP = organizational learning; OC = organizational creativity; IP = innovation performance

5. Discussion

This study investigates the mediating role of organisational creativity and organizational learning between KM practice and innovation performance. The researchers proposed an integrated framework where organisational creativity and organizational learning play a crucial role between KM practice and innovation performance. The findings suggested that through KM practices, the organisation can manage knowledge assets and key processes of the organisational environment to enable the acquisition and sharing of knowledge to improve innovation performance. Strategic KM practices are critical for business success because they enable companies to focus on their most important intangible assets and use them to gain a competitive edge over their competitors. Furthermore, the focus company may benefit from enhanced decision-making through KM practices about the usage and growth of the firm's knowledge base, which is linked with the organization's strategic goals. Organization-oriented KM concerns are primarily concerned with improving company performance by enabling the division of work and duties and coordinating activities (Inkinen, 2016).

Results also found that KM practices improve employees' organizational learning processes and creativity to deliver and pose appropriate strategies and competitiveness. Organizational learning as a cultural practice of the hospitality industry empowers practitioners' professional development to make them more competitive with the skills and information to use their knowledge, perform the task, share knowledge with a colleague and apply it. Accordingly, KM practices are essential for an effective learning process and creativity to enhance organisational learning capabilities and intellectual capital. This finding is consistent with previous studies (Chiu and Chen, 2016; Razzaq *et al.*, 2019; Kumar *et al.*, 2019).

5.1 Theoretical contribution

As part of the theoretical contribution, this research highly emphasized the individual KM construct, critical for the entire KM architecture and, particularly, for knowledge-based systems and processes, particularly in the hotel industry. The effect of innovation on human involvement in KM is still another novelty. The findings of this study supported the knowledge-based perspective of the firm theory in a developing nation. Similarly, organisational learning and creativity have a significantly positive mediating relationship between KM practice and innovation performance in the hospitality industry in Malaysia. The result suggests that KM practices are the most appropriate determinant of organisational learning, creativity and innovation performance. For example, focussing on employees' learning and creativity has been documented to increase company flexibility and innovativeness. In contrast, the usage of cross-functional groups has been suggested to speed up knowledge generation (Crowley and Bourke, 2017). The empirical research has partly verified and questioned such theories: creating organisational roles and groups, such as a separate unit for KM, was observed to affect company performance in learning and development, internal processes and customer satisfaction (Holsapple and Wu, 2011).

This research also discovered that organizational learning and creativity positively impact innovation performance in the hotel industry. This explains why the higher the

Constructs	R^2 (Adjusted)	Cross-validated redundancies (Q^2)
Innovation performance	0.556	0.551
Organizational learning	0.049	0.047
Organizational creativity	0.561	0.557

Table 7. Model quality

efficiency in workers' hands, the greater the development of learning and creativity and outputs will be more effective. In general, using and emphasizing more organizational learning and creativity help employees feel valued by the business, so they get involved with it, resulting in an emotional, creative want mindset. Learning is the process through which one acquires knowledge. To make sense of this information, knowledge articulation is used. Knowledge is processed and reintroduced into the organisation via newly devised procedures in the last stage, known as knowledge codification. The hotel's resources are constantly being re-evaluated to keep pace with future environmental developments (Arasli *et al.*, 2020).

Using new information or developing in a new international context is critical in today's rapidly changing hotel sector (Kasim *et al.*, 2018). To enhance the competitiveness and outcomes of hotel firms, this research has aimed to examine variables that have previously been addressed separately and have been shown to impact the hotel industry positively. Furthermore, if the hotel wishes to improve its performance, it must treat this information ambidextrously. There are several components the hotels should combine under a knowledge-based approach and dynamism viewpoint if they wish to enhance their performance (Nofiani *et al.*, 2021). Finally, and most crucially, the research shows that KM practices are of little use without focusing on employees' organizational learning and creativity developments.

5.2 Practical contributions

Hotels are focussing on training their staff to better understand their customers' preferences and how to provide them with the best service possible. Due to the fact workers depart or cycle hotels, the hotel staff must save their memories of their time there to ensure they are not forgotten. Others who are new to the workforce or lack the necessary skills need to be allowed to learn from the experiences of those who have been in the position before. A hotel's KM system is a great way to convey and store information and assist the hotel's personnel in their interactions with guests. Since KM has just developed as a technique for boosting corporate performance, it must be adopted and modified for hotels' unique demands. A company's overall service quality may be improved with KM that helps to discover, produce, acquire, store, retrieve and share knowledge. Although the service encounter gives the opportunity to get first-hand knowledge of current and developing client expectations, hotels may benefit from using KM in this setting. Even though KM is widely used in other sectors, hotel-specific challenges have been overlooked in the literature and KM has been applied in hotels rudimentary. This is particularly true for hotel chains, which must maintain a consistent level of quality over a large number of properties. Finally, if the management of hotel industry fulfils standard operating procedures, then there is a possibility that the effect of COVID-19 fear can be reduced (Rehman *et al.*, 2021e).

5.3 Limitations and suggestions for future research

Although this study has provided novel insights into the topic matter stated above, it has certain flaws that might be better exploited as future research possibilities. First, as the research looks at the influence of companies' innovation performance in hotel service innovation, it must consider a number of other criteria that are required to get started with open innovation. Open innovation requires intellectual property management, external information and internal innovation. Because the phenomenon's techniques and ideas are still open, patents and copyright should be used to protect the most recent concepts. Other companies may duplicate and exploit ideas without intellectual property protection for their own gain. As a result, intellectual property management should be treated as a distinct

variable in the future study. Second, innovation is often costly, as it necessitates many development-related activities, raising costs. As a result, if all hotels fail to follow open innovation initiatives, budgetary restrictions should be considered when evaluating hotel performance.

Furthermore, unique ideas must be safeguarded by patent and copyright, which adds significantly to the expense. Collaboration with consumers, suppliers, distributors and other stakeholders is required for external knowledge and internal innovation, which adds to the total cost. As a result, open innovation incurs a high cost for businesses, meaning hotels are unlikely to invest in it. As a result, budgetary restrictions should be considered while evaluating open innovation's impact on hotel performance.

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