INFLUENCE OF KNOWLEDGE MANAGEMENT ON CUSTOMER SATISFACTION IN FOUR AND FIVE STAR HOTELS IN NAIROBI COUNTY, KENYA

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DECLARATION AND RECOMMENDATION

Declaration

This thesis is my original work and has not been presented for a degree or any other award in any University.

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Recommendation

We confirm that that the work reported in this thesis was carried out by the candidate under our supervision.

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DEDICATION

I dedicate this thesis to God almighty for bestowing me with wisdom knowledge and understanding and to my husband Morris Mutwiri for the great support.

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ABSTRACT

Knowledge management has been embraced by many business establishments in Kenya. The hotel sector however still lags behind in terms of scale of application and amount empirical research as compared to other fields. Further, the hotels sector continues to face a myriad of challenges including stiff competition among players in the sector. The aim of this study was to establish the influence of knowledge management on customers' satisfaction in hospitality industry in Kenya. The study was specifically focused on how knowledge acquisition, creation, sharing, storage and documentation and utilization influence customers' satisfaction in four-star and five-star hotel establishments in Nairobi. In conducting the study the researcher was guided by the knowledge based view of the firm, social capital theory and expectation disconfirmation theory. The knowledge based view theory was greatly favored by the research simply because it considers firms as sources, assimilators, developers and exploiters of different types of knowledge. The study adopted a descriptive research design. Stratified random sampling was used to arrive at the sample size. The target population comprised of 1872 hotel employees and 2072 boarding customers respectively among the twenty-eight hotels which included four-star and five-star hotel establishments in Nairobi County. Employees on short term engagement were not included in the study due to their transitory nature which would have led to bias in their responses. A sample size of three hundred and twenty-four employees (324) and four hundred and fifteen boarding customers (415) was selected. Data collection was done using two structured questionnaires. The questionnaires were tested for validity and reliability using the cronbach alpha test. Analysis of the data collected was done using the Statistical Package for Social Sciences version 26.0 from which both descriptive and inferential statistics were obtained. Results on regression analysis indicated that there was a strong positive correlation (R=0.998, p-value of 0.000) between knowledge management and customers' satisfaction. The findings further indicated that knowledge acquisition, knowledge creation, knowledge sharing and knowledge utilization have significant influence on customers' satisfaction while knowledge storage and documentation does not have a significant influence on customers' satisfaction. The researcher concludes that knowledge management positively and strongly influences customer satisfaction. The study recommends that hotels should adopt knowledge management practices in order to enhance customers' satisfaction.

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ACRONYMNS AND ABBREVIATIONS

BM   Business Model

EKA   Employee Knowledge Acquisition

EKC   Employee Knowledge Creation

EKS   Employee Knowledge Sharing

EKSD   Employee Knowledge Storage and Documentation

EKU   Employee Knowledge Utilization

GDP   Gross domestic product

KA   Knowledge Acquisition

KBV   Knowledge Based Theory

KC   Knowledge Creation

KM   Knowledge management

KS&D   Knowledge Storage & Documentation

KS   Knowledge Sharing

KU   Knowledge Utilization

PwC   PricewaterhouseCoopers

RBV   Resource Based View

SMEs   Small and Medium Market Enterprises

SPSS   Statistical Package for Social Sciences

VIF	Variance Inflation Factor
WTTC	World travel and tourism council
UNWTO	United Nations World Tourism Organization

CHAPTER ONE

INTRODUCTION

1.1   Background of the Study

The tourism and hospitality industry has been identified as one of the biggest and fastest developing industry globally (United Nations World Tourism organization [UNWTO], 2014). In 2015 the industry created 7.2 trillion US dollars which was 9.8 percent of the GDP for the World and produced 284 million employment opportunities (World Travel and Tourism Council [WTTC], 2016). In Africa, the industry's contribution to GDP was USD180.0bn (8.1% of GDP) in 2015. It supported 21,956,500 jobs (7.2%) of total employment. (WTTC, 2016). In Kenya, the total contribution of Travel & Tourism was KSH588.6bn (9.9% of GDP) in 2015. It supported 1,564,000 jobs (9.3%) of total employment (WTTC, 2016).

The hospitality sector today is highly competitive and a significant factor for gaining competitive advantage over other players is properly managing knowledge to enhance customer satisfaction. Operators in the sector have to deliver outstanding service experience for guests in order to remain relevant amidst shifting population characteristics and demands by clients for superior products, new and thrilling experiences and custom-made products (Voegeli, 2019). Customer satisfaction has therefore become central to the successful achievement of organizational goals in the industry. In order to maintain a competitive edge, hotels need to continuously improve their services. Continual improvement of services requires an organization to effectively and optimally manage knowledge. To this end, it is highly essential for hotels to improve workers' knowledge about clients' inclinations and the corresponding service techniques (Subramanian, 2015). Knowledge management (KM) should therefore be considered not just as an asset to a hotel but as a necessity.

Knowledge management has been defined variously by different scholars. Fernandez and Sabherwal (2010) summarize these definitions and refer to KM as doing what needs to be done to in order to maximize the benefits of knowledge resources. According to them, KM encompasses execution of activities regarding ascertaining, recording, sharing, and utilizing knowledge so as to promote the influence of knowledge on a company's ability to achieve its goals in a cost-effectively. Curado and Bontis (2011) posit that knowledge management entails the practice of implementing a methodical style to the record, structure, manage, and distribute knowledge in a firm for faster labour performance, continue using best practices, and decrease expensive repetitive work from one task to another. To Easterby-Smith and Lyles (2013) knowledge management designates the activities of organizing, planning, inspiring, and directing individuals, procedures and systems in an institution to make sure that its resources that are related to knowledge are enhanced and properly utilized. As such, knowledge management entails processes or practices which are applied by organizations to operate knowledge resources.

Kiseli (2016) observes that knowledge management is requisite in Kenya because competition among organizations is centered on knowledge because a most of their activities are knowledge-based. The benefits that a company can acquire from knowledge management are contingent on the company's ability to bring together and use knowledge, abilities and behaviors with the capacity to promote enlightenment of its employees and improve the effectiveness of the organization and prospective performance (Rezgui et al., 2010).

According to Dominici and Palumbo (2013), gaining and sustaining customer satisfaction is a major challenge of hotel managers. In order to appeal to guests' tastes and preferences, hotels require staffs which are not only highly knowledgeable but are also able to put their knowledge into practice and provide quality services. Subramaniam (2015) observes that in order to ensure

customer satisfaction, hotels have to preserve experience that is not supposed to be lost when workers exit from the business or alternate amongst different hotels and provide support to unskilled staff and new employees with the experiences of other employees. They should also generate standards that are simple to understand and foster learning.

Zaei and Mahin (2014) use the terms knowledge management processes and knowledge management practices interchangeably to refer to the observable interrelated set of organizational activities which are linked to knowledge management. They identify these activities as creation, storage, transfer, and application of knowledge. The knowledge management practices from the definitions of KM and use of the term by researchers seems to integrate the concepts of knowledge acquisition, knowledge creation, knowledge sharing, knowledge storage and documentation, and knowledge utilization. This research will seek to establish the influence of knowledge acquisition, creation, sharing, storage and documentation, and utilization on customer satisfaction.

Most of the empirical studies on knowledge management in Kenya emphasizes on performance. It has been observed that studies that have this form of bias towards measurement methods that put emphasis on financial performance solely can be misrepresentative and may not have the desired effect in a growth environment (Olatokun & Nwafor, 2012). According to Carneiro (2011), besides using financial indicators, non-financial indicators can be adopted to measure the outcomes of KM. One of the expected outcomes of KM is guests' satisfaction. Reanathan (2011) advances that the satisfaction of guests' eventually, safeguards customer loyalty, repetitive patronage and flourishing business.

Mehmood and Ul Abedin (2017) examined how customers' satisfaction is affected by knowledge management and also how this impacts their intent to abandon in hotels in Gujranwala, Pakistan

and found there existed a significant and positive relationship with reference to knowledge management and customers' satisfaction. Regionally, Mahapa (2013) studied the impact of knowledge management strategies on performance of organizations in the hotel business in Zimbabwe establishing that firms have put in place knowledge management plans which result in advancement of fresh ideas, new products as well as new techniques of getting things done which ultimately result to improved firm performance. In Kenya, most studies have focused on knowledge management versus performance in the banking sector. More related to the hospitality industry was a study by Kiseli (2016) on the bearing of knowledge management competencies on Kenya's hotel industry competitive advantage. Hotel specific studies investigating knowledge management and customer satisfaction are rare and locally, none endeavored to examine the influence of KM on customers, satisfaction in Kenya's hospitality industry.

1.1.1 Knowledge Management in Hospitality Industry

It has been recognized that the hospitality industry can derive benefits from knowledge management practices with the industry transforming to a knowledge-based and knowledge-intensive industry due to the prominent effect and application of information technology (Korir, 2018). In the hospitality industry, the operating environment is continuously changing in terms of marketing strategies, quality of service, security and competition. Hospitality institutions have to constantly adapt to changing situations by using knowledge management in order to respond to the various business challenges that they face.

Mahapa (2013) observes that in order to create lasting competitive advantage from information and knowledge management perspective, businesses need to competently make use of what they know and not just what they own. In order to be way ahead of competitors therefore, hotels need

to be set to expect the customers' needs and react to them through ingenious goods and services. They have to look at what they know about their customers and their needs and come up with new products that meet these needs.

Knowledge management requires organizations to undertake particular practices, programs, undertakings, provide auxiliary arrangements, competences and generate motivations for workers, departments and various business units. To assist decision makers with information to provide solutions to deal with day to day challenges in the hospitality industry, there is need to provide empirical evidence on the concept of knowledge management and how it affects the hotel sector

Whereas many hotels are embracing knowledge management techniques to improve performance, it has been noted that there is limited literature on knowledge management practices and that as opposed to other sectors, there are limited empirical studies in the hospitality industry (Voegeli, 2019). Businesses in the hospitality industry may also require to adopt various strategic routes to knowledge management. Under such settings hotels could bank on a solid appreciation of the high strategic potential of knowledge management to halt the continuous resource limitation and market susceptibility by improving their ability to compete on more viable terms. This calls for sufficient literature that could help both researchers and practitioners to comprehend the role of knowledge management in hotels.

Adoption of knowledge management processes and systems will help in creation of better quality products and services. Through information generation and integration systems, workers get an easier access to the information required, they are able to understand customers' needs and reduce lead times with better experience for customers. Hotels that have created a learning

relationship with clients are able to know their expectations and requirements in time and organize their knowledge resources to meet to satisfy them (Mehmood & Ul Abedin, 2017).

1.1.2 Customer Satisfaction in Hospitality Industry

A company has to have the capacity to satisfy the needs of its customers for it to be successful. Consequently, business organizations that are able to satisfy the needs of their customers wholly are the ones that are able to remain at the top of the market. A satisfied customer helps to attract new customers through recommendations and positive reviews of the goods and services of a business. The performance of hotels is closely connected to customer satisfaction (Radojević et al., 2014). Guchait et al. (2011) found that in the service industry, both tacit and explicit knowledge have influence on customer satisfaction and that tacit knowledge management influences customer satisfaction and behavioral intentions more than explicit knowledge management. It is therefore imperative that hotels gain high levels of customer satisfaction for the services supplied in order to create loyalty and outweigh other competitors.

The success of a hotel has been attributed to its ability to enhance customer satisfaction and loyalty (Mansour & Mahin, 2014). Customer satisfaction leads to repetitive purchases, customers' intention to come back, and increases the likelihood of potential future patronage of the hotel (Syaqirah & Faizurrahman, 2014). In the current business environment, customer satisfaction directly relates to positive performance of a company forcing managers to pay closer attention to customer satisfaction (Mehmood & Ul Abedin, 2017). According to Hasanzadeh and Mahaleh (2013), knowledge management requires a company to have the capacity to get information at the time it is required and modify its products to be more utilitarian faster by making use of reliable information. The goal here is to ensure that the customer experience is unforgettable and satisfying.

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The hospitality industry is a knowledge based industry. Mansour and Mahin (2014) observe that knowledge in hospitality and tourism is greatly reliant on labor and that workers make use of their knowledge to provide the ultimate product experience for customers. They accentuate the importance of companies to use knowledge management tactic to keep workers and improve customer satisfaction. The significance of employees is underscored by the fact that service product in the industry by its nature is labour intensive and the delivery of service occurs as an outcome of interaction between clients and workers so that employees need to be well acquainted with customers' need to achieve customer satisfaction (Mmutle & Shonhe, 2017).

Hotels need to know their customers and identify their satisfaction grounds which is part of managing knowledge on their customers and managing the relationships with their customers (Mehmood & Ul Abedin, 2017). This knowledge is useful it helps a company to gain a competitive edge over rivals. There is also need for hotels to create a learning relationship with their customers so that they can identify their expectations and meet them leading to enhanced customer satisfaction and loyalty.

Interaction between staff and guests can equip staff with vital knowledge on how to ensure they meet customer expectations. What customers order affect some of the workers and can alter task specific or task related knowledge in one hotel facility or more and may cause the need for inter-hotel learning. Company's engage employees who have the knowledge that is needed to meet it objectives (Al-Hadrawi, 2018).

Hotels must have infrastructure dedicated knowledge management that assist them to provide satisfactory products to clients so that they can get repeat business. Knowledge management constitutes the practices that a hotel adopts to integrate the use of knowledge in its operations.

Whether hotel managers are aware of the effects of knowledge management on their operations or not, how they manage knowledge has an impact on their performance.

1.1.3 Hospitality Industry in Kenya

The evolution of the hospitality industry in Kenya is said to have started at the coast to cater for the needs of Arab merchants and the workers involved in the construction of the railway line. It was the presence of this group that made it necessary to establish the first catering establishment referred to as the Grand Hotel of Mombasa which had been constructed on the current location of Manor Hotel (Kamau & Waudo, 2012). The construction of the Kenya Uganda railway led to establishment of hotels along the railway line and the subsequent development of inland towns such as Nairobi.

The World Travel and Tourism Council noted that the tourism and hospitality industry in Kenya contributes about 9.9% of Gross Domestic Product (GDP) and considerably supports communities by providing a source of livelihood (WTTC Report, 2015). The sector has experienced growth in the reputable hospitality facilities whose competitiveness is vital for their survival. Profitability of hotels in the sector is premised on the ability to attract and retain customers. There has been increased competition due to the continuous increase in the number of hotels and the high rivalry among hotels in the region (Bukirwa & Kisung'u, 2017). In order to be competitive, hotels must be more attentive the needs of the customers and also device appropriate strategies such as applying KM to be able to cope with the stiff competition for the market and therefore increase occupancy rates, reduce costs and improve their performance.

Some of the distinguishing factors among hotels are class, elegance, ambiance and quality services. There is high competition among hotels especially during low seasons and times of

economic turmoil. Due to continuous service improvement in the industry, the expectations of customers and their tastes continue becoming better with time. This highly competitive business environment has made hotels to embrace strategic management performance drivers (Bukirwa & Kisung'u, 2017).

There are different systems of classifications that are used to classify hotels around the world. Kenya embraced classification and grading system based on the Hotel star rating. This type of rating is used to classify hotels on the basis of types of services and quality ranking based on a scale of 1 to 5 star points. The hotels with higher star rating are considered to be more luxurious. The criteria for classification include the dimensions and fittings for bedrooms, range of services, quality of food, offered entertainment amenities and the location of the hotel facility.

PwC Hotel Outlook for 2018 to 2022 projected that Kenya's hotel sector was expected to experience growth owing to the entry of a several new hotel brands over the first two years. These included openings by hotel chains including Hilton, Radisson Blu, Pullman, Best Western, and Mövenpick. This would lead to an additional 1800 rooms to the market. According to the report, 13 hotels were expected to come into the market over the five-year forecast period, adding up to 2600 rooms and thus leading to an increase in hotel capacity by 14% and compounding annual increase in room availability by 2.6% from 2017.

Nairobi has experienced continued growth in the number of top rated hotels being established. This growth is attributed to increasing tourism numbers and the rise of Nairobi as a regional hub in trade and industry. According to the Tourism Regulatory Authority (2018), there are 30 four and five star hotels in Nairobi. The Cytonn Real Estate Report (2017) made the observation that prestigious hotel establishments within Nairobi were controlled by global hotel groups such as Rezidor controlling the operations of Radisson Blue hotel and Heron Portico hotel, and

Kempinski brand that owned Villa Rosa Kempinski hotel (Cytonn, 2017). Additionally, it was reported that among the star rated hotels in 2017, the best performing were four-star hotels which had a mean occupancy rate of 56.6 percent compared to five star hotels with an average of 46 percent and 49.4 percent occupancy rate for three star hotels (Cytonn, 2017).

1.2   Statement of the Problem

There has been a continuous shift towards using knowledge management strategies to promote organizational performance in recent years. Al-Hadrawi (2018) established that there existed a positive relationship versus knowledge management and customer satisfaction. Operating in the current highly competitive market plagued by harsh operating environment, hotels need to make sure that they optimally make use of knowledge to remain competitive and attract customers.

Managers of hotel may not comprehend some of the basic elements of knowledge management and the role it plays within an organization but still implement KM in their operations (Korir, 2018). In some cases, the hotel management may have interest in capturing the knowledge that some of their employees have without a clear picture of its importance with the intention of using the knowledge in future if the current employee leave the company. When they are aware of the influence that KM has on customer satisfaction they are likely to appreciate and implement KM practices. Zaei and Zaei (2014) observe that research in KM requires to be enhanced in order to serve the specific needs of the hotel industry. Identifying the activities that hotels implement to manage knowledge and whether these activities influence their relationship with their customers in terms of meeting their expectations will help in addressing some of the research requirements in hospitality industry.

Richard (2016) and Aghazadeh (2015) observes that although aggressive marketing strategies are key, they are not sufficient to ensure sustainable competitiveness in the current knowledge based economy. Today's customer is not just looking for brand but for value for their money (Kansal et al., 2015). So that hotels must equip themselves with sufficient knowledge of its operating environment and its customers' expectations and come up with ways of managing in this environment and satisfying their customers' needs. Customers in hotels demand the best services and products so that managers and employees must have a thorough knowledge of the expectations of their customers and best practices on how to meet them (Ramphal & Nicolaides, 2014).

There have been limited specific studies within the local context focusing on how management of knowledge by hotels influences customer satisfaction. This study in an attempt to contribute to bridging the existing gaps intended to investigate whether the practices that are adopted by hotels to manage knowledge have an impact customer satisfaction. The study was intended to provide hotels with empirical evidence of the impacts of knowledge management on customer satisfaction to give them direction on the best practices to adopt to enhance service delivery. In their implementation of the practices of knowledge acquisition, creation, sharing, storage and documentation and utilization, hotel managers and employees need to know whether customer satisfaction is being enhanced by their activities and this study sought to provide this information.

1.3 Purpose of the Study

The research proposed to investigate the influence of knowledge management on customer satisfaction in four-star and five-star hotel establishments in Nairobi County, Kenya.

1.4 Objective of Study

The foremost aim of the research was to determine the influence of knowledge management on customers' satisfaction in four-star and five-star hotel establishments in Nairobi County, Kenya.

1.5 Specific Objectives of Study

The specific objectives for the research included:

i. To ascertain whether knowledge acquisition practices influences customers' satisfaction in four-star and five-star hotel establishments in Nairobi County, Kenya.

ii. To examine whether knowledge creation initiatives influences customers' satisfaction in four-star and five-star hotel establishments in Nairobi County, Kenya.

iii. To assess whether knowledge sharing practices influences customers' satisfaction in four-star and five-star hotel establishments in Nairobi County, Kenya.

iv. To determine whether knowledge storage and documentation activities influences customers' satisfaction in four-star and five-star hotel establishments in Nairobi County, Kenya.

v. To determine whether knowledge utilization practices influences customers' satisfaction in four-star and five-star hotel establishments in Nairobi County, Kenya.

1.6 Research Hypothesis

Ho_1: Knowledge acquisition practices have no significant influence of on customers' satisfaction in four-star and five-star hotel establishments in Nairobi County

Ho_2: Knowledge creation initiatives have no significant influence of on customers' satisfaction in four-star and five-star hotel establishments in Nairobi County

Ho$_3$: Knowledge sharing practices have no significant influence of on customers' satisfaction in four-star and five-star hotel establishments in Nairobi County

Ho$_4$: Knowledge storage and documentation activities have no significant influence of on customers' satisfaction in four-star and five-star hotel establishments in Nairobi County

Ho$_5$: Knowledge utilization practices have no significant influence of on customers' satisfaction in four-star and five-star hotel establishments in Nairobi County

1.7   Justification of the Study

There is a shift towards knowledge management and customer oriented service in the current business environment. The uptake of knowledge management practices by hotels and their influence on customer satisfaction is an area that has not attracted a lot of research interest especially in Kenya. The study was an effort towards exploring the extent to which knowledge management influences customer satisfaction in the hospitality industry and to enrich the literature and empirical studies in the subject. .

1.8   Significance of the Study

This study aimed to provide hotels with insights on the extent to which customer satisfaction may improve or decline when knowledge management is consciously incorporated in hotel management. This study was vital to the managers and employees of hotels for consideration of the implications of their efforts to incorporate knowledge management in running the operations of their enterprises.

In addition, policy makers such as the Tourism Regulatory Authority could find the study useful in development of policies, standards and guidelines relating to the hospitality industry. Finally, investors in the industry were to be informed by the findings on how the application of

knowledge management practices influence customers' expectations and consider investing in knowledge management technologies.

1.9 Scope of the Study

The research was investigating knowledge management practices that affect customer satisfaction specifically; acquisition, creation, sharing, storage and documentation, and utilization of knowledge. It included four and five star rated hotels that the researcher selected for the study. A cross sectional survey was conducted on the employees and boarding customers of the 28 - four and five star rated hotels in Nairobi County only.

1.10 Limitations of the Study

The researcher came across obstacles relating to cooperation and timely responses by the respondent's owing to tightly set targets by their managers. However, the researcher worked in collaboration with the managers in charge of operations to achieve the set timelines. Further, because of fears that information collected may be leaked to competitors or may be used against the hotels, the managers were reluctant to allow data collection. Although there were 59 star rated hotels registered by the Tourism Regulatory Authority in the greater Nairobi region, only four and five star hotels were targeted since they have the resources to integrate knowledge management in their operations.

1.11 Assumptions of the study

Among the assumptions that the research relied on included the assumption that respondents were going to be reachable, helpful and willing to give information required for the research and that the respondents would answer the research questions precisely and truthfully. In addition, it was assumed that the selected sample would give information that would be enough to draw

conclusions about population parameters. Accordingly, the researcher assumed that the results and recommendations of the study would be considered in the strategic running of hotels and replicated even in other regions.

1.12   Operational Definition of Terms

The key terms used in this research are well-defined under this section. The definitions reflect the use of the various terms in this research.

Knowledge: Designates experience, insights and particulars on how to achieve specific results that are harbored in the employees and codified manuals of a hotel establishment (Bormann, 2015).

 Knowledge management: Refers to the efficient management of a company's knowledge properties in order to generate utility and achieve calculated & strategic objectives comprising of the inventiveness, procedures, policies, and structures that uphold and promote the creation, valuation, storing, distribution and modification of knowledge (Frost, 2012).

Knowledge management practices: Refers to recognizable activities in an organization which are linked to knowledge management (Zaei & Zaei, 2014).

Customer satisfaction: Refers to personal judgment in the face of a particular service or transaction evaluation which may be positive or negative (Al-Hadrawi, 2018)

Hospitality Industry: Refers to the companies or organizations which provide the services of welcoming and generous reception and entertaining visitors through provision of food, drinks, accommodation, and entertainment (Hamida, 2014).

Four and five star: Refers to the highest rating for hotels given to the most luxurious hotels according to the tourism regulatory authority hotel ratings (Kiseli, 2016)**.**

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The specific objectives of the study informed the constitution of this chapter. Theoretical review of theories that supported this study was explored followed by empirical review so as to understand the phenomena at hand and establish the extent to which past studies had dealt with the study problem. Review of the past studies was carried out on knowledge acquisition, creation, storage and documentation, sharing and utilization with reference to customer satisfaction. This review assisted in bridging the gap that the various past studies may have not addressed thus improving the understanding on knowledge management and customer satisfaction. This chapter presented a conclusion by presenting the conceptual framework in a way that demonstrated the link between independent and dependent variables.

2.2 Theoretical Framework

The section focuses on various theories supporting the study. These theories are the knowledge based view of the firm, learning organization theory, and the social capital theory.

2.2.1 Knowledge Based View of the Firm

This viewpoint considers firms as sources, assimilators, developers and exploiters of different types of knowledge (Levitas, 2013). According to this theory an organization's capability to generate wealth mostly depends on its intangible knowledge-based capabilities as opposed to physical or fiscal assets. This theory advances that the competitiveness of an organization is dependent upon its ability to develop innovative knowledge-based assets that will be used to generate core competences. According to Zhao et al. (2019), the knowledge-based capability of

an organization is internally determined by its propensity to obtain knowledge and externally by conditions such as the operating environment.

Grounded on this view, organizations should focus on building their knowledge management capabilities and direct them towards achieving the organizational objectives. According to Pandey (2018), knowledge infrastructure and process capacities determine an organizations tendency to knowledge management competencies. This is an expansion of the resource based view (RBV) of the firm which recognizes a firm as an assemblage of physical and human resources in that the KBV identifies human capitals, organizational practices and organizational processes as sources of knowledge.

In an exposition of strategy, Takeuchi (2013) applies the KBV to show that knowledge is qawa key driver of strategy and that strategy is dependent upon continuous innovation, human interaction and the agenda of the firm. Wang and Qu (2020) employ the KBV to investigate the business model (BM) conception and describe its nature by exploring the active system of implicit and explicit knowledge creation and transmission across boundaries. Knowledge is therefore not just a critical asset in a firm but one that needs continuous tending to address changing needs in an organization.

This theory however focuses on the value that knowledge yields towards enhancing competitiveness and performance of the firm but fails to provide bearing on how knowledge is to be managed to help the firm achieve desired results. This study will delve into identifying how hotels manage knowledge with the aim of satisfying their customers' needs and expectations.

2.2.2 Social Capital Theory

This theory holds that the social macro-environment of an organization provides a capital base where knowledge practices occur within the social networks of the organization resulting in the creation and accrual of its knowledge capital which promotes creation of value for the organization (Kianto & Waajakoski, 2010). Linkages amid the social networks of individuals and relationships leading to mutuality and reliability arising from them promote mutual benefit among all the parties. Mirakabad (2014) observes that social capital is molded in a communal setting and seen as the outcome of creating interactions among the members of the network.

Santos et al. (2020) point out that social capital enables the exchange and combining of resources when there is opportunity, anticipation that value will be created by communication among parts, stimulus or motivation and the capacity to pool information or knowledge. This indicates that all the parties to this network expect to benefit in some way. From the foregoing, it can be inferred that knowledge management processes require the input of employees, suppliers, regulators and customers in hotels and benefit all the parties involved. In this research, it will be shown that management of knowledge resources through various practices have a bearing on the performance of a hotel establishment and customer expectations.

Gaining social support in the pursuit of an organization's goals is very critical since social relations like interactions, dependence, and customs help in accumulating wealth for the organization by bringing together the right people who can cultivate new prospects (Aslam et al., 2013). Interactions between hotels and various stakeholders from the communities in which they are located dictates the types of social networks, social norms and development of trust between them and these community members including their customers and suppliers. In addition, lower cadre staff tend to be sourced from amongst the communities in which the hotels are located, and

their contribution in various capacities enhance the hotel's performance. These networks, norms and trust are sources of useful knowledge.

2.2.3   Expectation Disconfirmation Theory

This theory was proposed by Oliver (1977; 1980) and is considered as one of the most widely used theories of consumer behavior (Atila & Fisun, 2008). It postulates that when consumers encounter an experience that is new, they compare it with their previous experiences and expectations and create an opinion on the service based the extent to which it positively matches their expectancy (Mill, 2011). According to the theory, customers usually buy products with pre-purchase expectations about their expected performance and compare results against the expectations (Pizam & Ellis, 1999). When the results matches expectations confirmation occurs while inconsistencies between expectations and results indicates disconfirmation.

The expectation disconfirmation theory makes the assumption that consumers purchases products depending on what they expect, their viewpoints, and intents (Oliver, 1980). The components of disconfirmation paradigm are described as expectations, perceived performance, disconfirmation and satisfaction (Mill, 2011). The expectations level is the pre-consumption standard while performance denotes the consumer's view of the service. The difference between expectations and performance leads to disconfirmation.

This theory indicates that the manner in which consumers perceive general fulfillment is a consequence of the contrast of expectation and utility outcome. This means that meeting customer expectations and ensuring that outcome performance is enhanced are very critical in ensuring customer satisfaction. Proper knowledge management should therefore ensure that a

hotel establishment is aware of its customers' expectations and seek to meet those expectations by increasing perceived product performance or decrease expectation to increase satisfaction.

This theory is informative to the current study as it illustrates how service expectations from a customer's point of view influences customer satisfaction with the service. The theory describes consumer behavior as customers apply their expectations to evaluate the quality of service received informs their perception. The theory can assist 4 and 5 star hotels understand the importance of delivering services as per customer expectations in order maximize customer satisfaction.

2.3 Empirical Review

This part presents the empirical appraisal of knowledge management and customer satisfaction. A study of the literature on the subject area was meant to provide a more in-depth authentication of the concepts of knowledge management as well as to provide a guideline for operational execution of these processes to enhance customer satisfaction. The literature review was also meant to remove replication of what other researchers have done and enable and apt comprehension of the prevailing knowledge base in the area of research and address the purpose of the study. The review of literature was founded on authoritative, current, and original sources such as peer reviewed journals that are meant to appraise the findings of the research.

2.3.1   Knowledge in Hospitality Industry

Knowledge in the hospitality and tourism industry has been defined with reference to actions, processes and practices that take place in an organization (Anand et al., 2022). Korir (2018) observes that hospitality organizations need to have a knowledge management infrastructure in place since they help in ensuring provision of satisfactory services to customers. According to

Otowicz et al. (2021), knowledge management enables organizations and individuals to jointly and methodically create share and apply knowledge in order to realize their goals.

Researchers have divided knowledge to two categories that is explicit and tacit knowledge (Gonzalez & Martins, 2017). Explicit knowledge which is also referred to as codified knowledge is formalized knowledge, usually conveyed in the form of data, formulas, specifications, manuals and procedures while tacit knowledge be inherent in individuals and cannot be readily conveyed by formal means. In most cases knowledge is found to exist in tacit form. Explicit knowledge due to its form is usually seen as the best way to impart knowledge albeit this characteristic makes it vulnerable to imitation by rivals. Conversely, tacit knowledge refers to applied knowledge, is inherent to individuals, not easily transferable and particular to situations so that it is challenging to frame and communicate.

Four types of knowledge that are hotel specific have been identified; task-specific knowledge, task-related knowledge, transactive memory, and guest-related knowledge (Philippovich, 2019; Batra, 2022). Task specific knowledge comprises the explicit processes, arrangements, schedules and approaches to accomplish a task. It allows employees to perform tasks in a synchronized manner without requiring them to extensively intermingle. Task specific information usually may be articulated and codified but in most cases requires to be internalized trough training. Knowledge such as detailed front office and back office processes may be organized in work plans however workers require training so that they can transform it into a routine aspect to enhance service delivery in hotels.

Task related knowledge comprises of individuals' cluster thinking of diverse activities as well as the manner in which these activities are pooled and connected in order to assist a crew adopt analogous operational standards (Philippovich, 2019). Task-related knowledge promotes

teamwork but on the negative may compromise the ability to achieve a harmonious quality of product or service (Philippovich, 2019). Quality dimensions like compassion, consistency, and reassurance in various service processes are illustrations for task-related knowledge. Task related knowledge can be codified but workers are required to adopt the task-related quality standards and guidelines in order to achieve even product quality.

Transactive memory comprises of the spread out knowledge of the various members of the organization and their understanding abilities. It allows a worker to understand other workers' knowledge, competencies, and work values (Philippovich, 2019). Transactive memory allows a worker for example to know whom to ask what when they experience problems in performance of their tasks and also enables managers to know who is best suited to perform a specific task.

Products and services in hospitality industry are molded around customers so that knowledge which is related to customers is central to the industry. Hotel workers are able to learn the needs and preferences of clients through service encounters and thus meet their expectations (Philippovich, 2019). Task specific or task-related knowledge may end up being modified by the needs of customers in a hotel since they affect employees' knowledge. It is important for hotel workers to have a deeper understanding of who the guests are in order to organize the best packages for them that better suit their needs. Pereira et al. (2016) observes that knowledge that is related to customers enables establishments to better understand consumers needs and expectations and to create lasting business affiliations.

2.3.2   Knowledge Management Practices in Organizations

Various researchers have identified several activities as processes or practices of knowledge management. Santos et al. (2020) observe that knowledge management is treated as a group of

procedures and identifies four main processes as constitution knowledge management. These processes are knowledge creation, storage, sharing and use. Gonzalez and Martins (2017) reviewed 71 publications on knowledge management processes and concluded that Knowledge Management process entails four stages which are: acquisition, storage, distribution, and knowledge use. According to Gao et al. (2018), knowledge management activities assist organizations in managing creativity and consumer relationship management and still achieve their strategic objectives.

Practices in knowledge management may be grouped into creation of knowledge internally, acquisition of knowledge externally, storage of knowledge, and sharing of knowledge internally or externally (Anand et al., 2022; Santos et al., 2020). Wu and Hu (2018) identify acquisition, transfer, integration and application as the main KM processes and suggest that these processes can be grouped as externally based or internally based with knowledge acquisition and transfer being externally based and knowledge integration and application being internally based processes. From this perspective, organizations need to adopt activities that enable them to generate knowledge internally and manage that knowledge while also looking outwards to gain from competitors' experiences and achievements.

Knowledge management practices can be measured by investigating the extent of certain specific activities in an organization. Fernandez and Sabherwal (2010) identified the following activities as illustrative of knowledge management solutions measures.

Table 2.1

Illustrative Measures of knowledge management

Aspect	Descriptive Measures
Knowledge Discovery	• Staff rotation, that is, total of workers transferred to a another part of operation every year • The scope of the use of trainees and guides in the transfer of knowledge • The sum of copyrights acquired by every worker by every worker • The total of shared tasks through different sections against the sum of the company's sections • Yearly figure of exchange retreats as a fraction of the number of workers
Knowledge Capture	• Degree of application of learning by practice • Presence in group expositions as with reference to the number of invited attendees • The total number of yearly refers on every document in the document vault • Total journals subscribed by each worker • Yearly total of presentations by each worker
Knowledge Sharing	• Degree of application of group resources and information repositories, best practices, and acquired skills • Proportion of discussion databanks

	• Share of knowledge applied which is accessible from the organization's Network pages both Intranet and Internet
	• Sum of pooled documents published by each worker
	• The percentage of the company's information that is located in databanks
Knowledge Application	• Extent of utilization of decision-support systems and expert systems
	• Incidence of employees seeking advice
	• Incidence of logs on knowledge management Web sites
	• Number of workers whose expertise areas are registered in the company directory
	• Sum of improvement proposals from each worker

These activities are however not copiously related to hotel operations and would need to be modified to be relevant to a study on hotels.

2.3.3   Customers' Satisfaction in Hospitality Industry

Customers' satisfaction has been considered to be among the very critical influences for the good performance of a hotel. Customers are always seeking for more particular and unique experiences which demand regular revamps and reviews of products in order to appeal to different customers and keep the current ones (Otowicz, 2021). According to DilPazir and Amin (2015), customer satisfaction is a vital indicator of performance for players in the hospitality industry since it shows the scale of the association between the clients and the business organization. Rosenberg and Czepiel (2017) found that there existed a positively inclined connection amongst customers' loyalty and satisfaction and profitability incomes of the

organization while Mazhari (2016) established a significant relationship between knowledge management and Customer Relationship Management.

Customer satisfaction has been defined as the outcome of customer's perception of the value received in a transaction or relationship, where value equals perceived service quality, compared to the value expected from transactions or relationships with competing vendors (Mehmood & Ul Abedin, 2017). In order to reap the benefits of customer satisfaction, service providers must appreciate the needs of their clients and modify their products in a way that consumers will realize the highest level of satisfaction from them (DilPazir & Amin, 2015).

In order to create better relationships with each customer, most hotels currently have a tendency to step up their investments towards better quality service and apparent significance for customers and attain improved customer satisfaction and loyalty (Bolzmann et al., 2018). Positive relationships with customers have a positive effect on their behavior and encourage customer loyalty. When clients have recurrent interaction with a hotel facility, workers are likely to personally know their customers which enhance the service relationship and ensure repeat encounters. Repeat clients look for evidence of mutual identification depending on their past encounters with the business organization. This kind of a relationship makes customers more assured and, as a result, content with the nature of their relationship with the business organization (Mehmood & Ul Abedin, 2017).

Clients perceive validation of corresponding distinguishing proof of identity and past encounters by noting the behavior of forefront service providers. Recognition of the client by the service provider for instance through welcome by title and recommendation that the client lodge in the room that they have occupied in past visits demonstrates to the client that the affiliation is valuable which leads to more gratification (Pereira et al., 2016). Such actions by the business

entity assures the client that the business enterprise reciprocally recognizes the client and is aware of the client's past dealings with them. Service entities such as hotels have acknowledged this critical aspect of client relations and they have come up with procedures which are knowledge based to oversee these relations.

Evaluating customer satisfaction is a significant indicator of performance in an organization and is regularly a component of the balanced scorecard (Dah & Dumenya, 2016). Different establishments use different methods to measure customer satisfaction. The International Organization for Standardization (*ISO*) 9000: 2015, paragraph 9.1.2 states: "The organization shall monitor customer's perceptions of the degree to which their needs and expectations have been fulfilled. The organizations shall determine the methods for obtaining, monitoring and reviewing this information." Some of the instances for observing consumer insights suggested comprise: consumer reviews, consumer responses quality of service delivery, consultations with consumers, analyzing business share of the market, commendations, claims on guarantees and information from dealers.

2.4 Conceptual Framework

Conceptual framework denotes the entire, coherent alignment and relations of all that forms the conceptions and thoughts that occupy a researcher's mind as they envision, strategize, implement and conclude the research project (Kivunja, 2018).

Figure 2.1

Conceptual Framework

Knowledge Acquisition

Knowledge Creation

Knowledge Storage & Documentation

Knowledge Sharing

Knowledge Utilization

Customer Satisfaction

Independent Variable   **Dependent Variable**
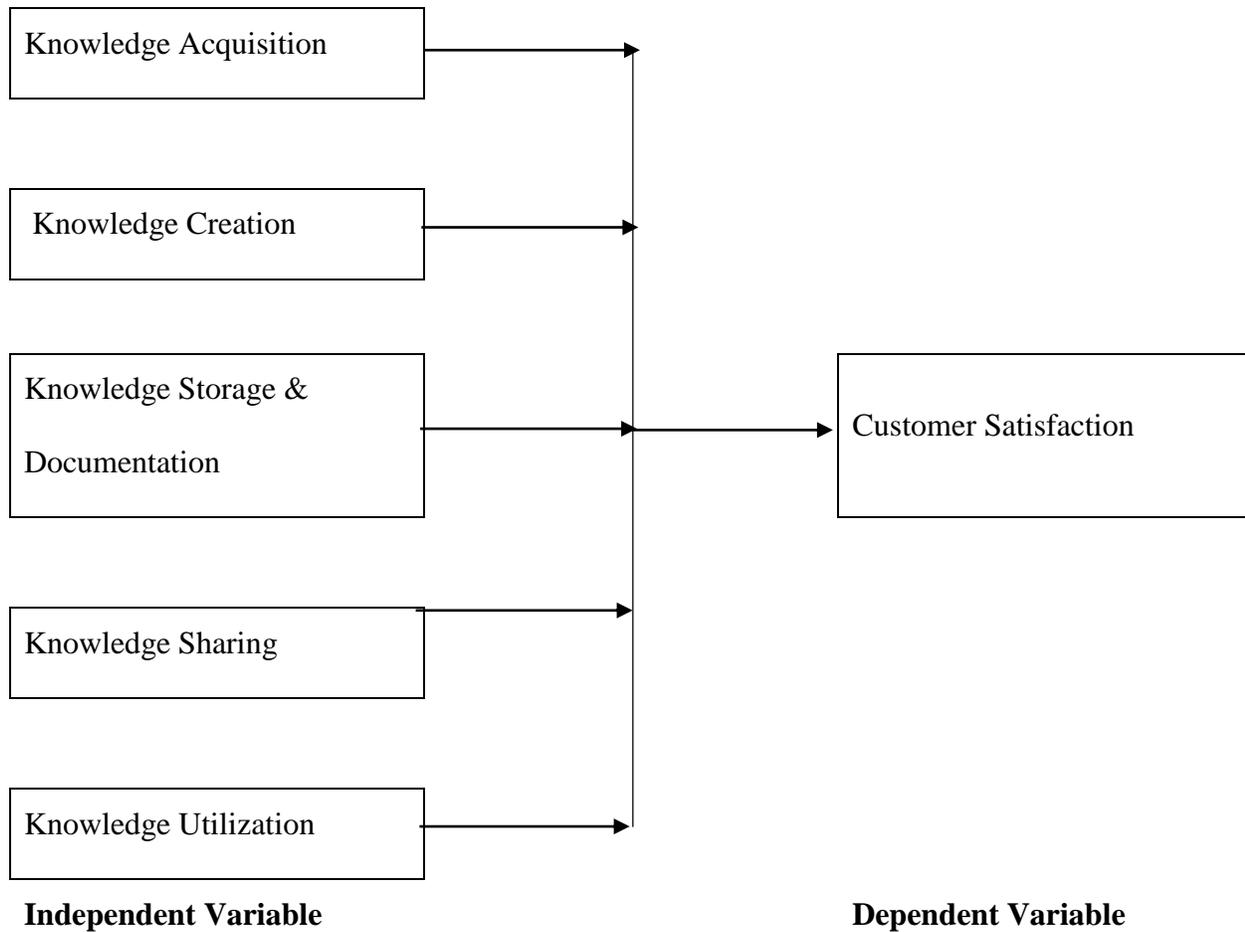
According to the figure 2.1 which is the proposed interaction of the variables, customer satisfaction which is the dependent variable is influenced directly by knowledge acquisition, creation, storage and documentation, sharing and utilization in the direction shown by the arrows.

2.5 Knowledge Management Practices and Customer Satisfaction

2.5.1 Knowledge Acquisition and Customer Satisfaction

Knowledge acquisition has been defined to refer to a company's ability to recognize, obtain and accrue knowledge that is vital to its running (Alaarj et al., 2017). According to Mills and Smith (2011), acquisition denotes the capability of a business to recognize, obtain and accumulate knowledge, both internal and external that is important to its running. Baytok et al. (2013) articulate that companies obtain knowledge by capturing knowledge that is prevailing in the company by knowledge employees and by outsourcing or purchasing essential information which exits externally. In their operations, hotels extract new knowledge by scanning their operating environment to obtain and gather information. This may be achieved externally by sending workers to trainings, seminars and colloquia to acquire fresh knowledge or obtaining reactions from clients and associated agencies. Internally, hotels acquire knowledge from their working procedures, databases, reports from meetings and internal documents.

A study by Alaarj et al. (2016) on how trust intermediates the impacts of knowledge management competencies on a firm's performance established that knowledge acquisition possesses a noteworthy influence on performance of an organization. Samir (2020) studied the manner in which knowledge management affects the performance of SMEs in Egypt and found the existence of a significant effect of knowledge acquisition on customers' satisfaction. In a study by Abdavi et al. (2016) on how knowledge management aspects affects improvement of performance of success of customer relationship management in sports, the findings illustrated that acquisition of knowledge management directly and considerably influences the success of customer relationship management.

2.5.2   Knowledge Creation and Customer Satisfaction

Healthy organizations are expected to generate knowledge in order to meet their customers changing expectations. Knowledge creation refers to obtaining fresh and valuable knowledge from information that has been obtained from internal and external sources (Baytok et al., 2013). Oztekin et al. (2015) observe that in their interaction with their environment, organizations are able to acquire information, mix the information with their capabilities, standards and internal guidelines, convert it into knowledge, and apply it in their operations. They posit that knowledge generation process is the vigilant and deliberate formation of knowledge through definite actions and ingenuities organizations embark on to increase their accumulation of organizational knowledge. Lai et al. (2014) observe that the process of creating the new knowledge is a set of sub-processes that rely on socialization, combination, externalization, and internationalization and are based on opportunity, motivation, capacity, and that these elements must be taken care of in order to ensure that knowledge is created properly.

A study by Chebii et al. (2018) established a significant association between knowledge creation and organizational performance in enterprises which are owned by the government of Kenya basing on a measure of Return on Equity. The researchers concluded that the constant transferal, blending, and translation of various kinds of knowledge, when workers implement, intermingle, and acquire have a positive and significant effect the performance of State owned organizations on the basis of Return on Equity. A positively inclined association versus knowledge creation and firm performance was also found by Chweya et al. (2014) in an analysis how knowledge management practices influences commercial banks performance in Kisumu city in Kenya. It would be informative to do similar analysis in four and five star hotel establishments in Nairobi and find out how knowledge creation relates to customer satisfaction.

2.5.3 Knowledge Sharing and Customer Satisfaction

Knowledge-sharing activities are said to be critical in enabling hotels to have a competitive edge over their rivals and boost the capacity to satisfy their clients' numerous and fast changing demands (Kim & Lee, 2013). According to Odunga et al. (2020), formal knowledge sharing embraces planned sessions for sharing experience or internal discussions among members of the organization and is led by management while informal knowledge sharing is more flexible and varied and can happen in fortuitous get-togethers or office conversations. Fernandez and Sabherwal (2020) observe that knowledge sharing faces challenges relating to privacy, knowledge as power and reluctance by senior executives to adapt. Establishment of a positive relationship between knowledge sharing and customer satisfaction can help reduce attitudes that arise from these challenges.

Kim and Lee (2014) identified two forms of behaviors relating to knowledge-sharing which were collection of knowledge and donation of knowledge. The researchers conclude that for tasks which are specific like handling of unsatisfactory service experiences and handling of difficult consumers, workers need to share the knowledge associated with their duties, skill, proficiency, talents, and information which is appropriate to increase the quality of services and customers 'satisfaction and promote their performance in provision of innovative services. In an investigation of how management of customer knowledge affects customers' loyalty in private banks in Tehran, Nodehi and Azam (2014) recommended that good relations should be created between sections in an organization for sharing customer knowledge.

2.5.4 Knowledge Storage and Documentation and Customer Satisfaction

As organizations have the capacity to generate knowledge and also to learn, they have the capacity to forget. This makes the process of storage and documentation of organizational knowledge very important. According to Mahapa (2013), knowledge can be captured by publications, websites, emails and internet. According to the researcher explicit knowledge can be captured in the form of reports that are printed, minutes taken in meetings and copies of an organization's memos while tacit knowledge can be created and captured through consultations and get-togethers with workmates, interested parties and specialists. Al-Hadrawi (2018) indicates that the storage of knowledge and creation related databases and categories makes it easy for users to reference and use them. It has been argued that knowledge is a tactical asset for augmenting both personal and organizational performance, and that, companies as they strive to store knowledge, urge their workers to document information. Documented information is then kept in secure repositories from where it is conveniently assessable and applied by stakeholders of the company (Koech et al., 2015).

Studies have established a significant connection between knowledge storage and performance in organizations (Mugambi & Kwasira, 2018; Al-Hadawi, 2018). Sawe and Rotich (2017) studied the manner in which knowledge management influences provision of services at the anti-counterfeit agency and established that the Agency in most instances kept its data in digital systems and that the data was not updated on a regular basis. In addition, they established that on how knowledge storage influences delivery of services, knowledge storage influences service delivery to a great extent.

2.5.5 Knowledge Utilization and Customer Satisfaction

According to Gasik (2011), it is the appropriate application of knowledge and not its mere existence that brings benefits to companies. The degree to which the arrangement of accessible

knowledge and skills is stimulated and utilized within the organization is an indicator of the level of Knowledge utilization (Sung & Choi, 2012). The application of knowledge is dependent upon the users' capacity not only to obtain and integrate knowledge but also the capability to identify the worth of novel knowledge and utilize it. Appropriate utilization of knowledge will lead to improved competitiveness, effectiveness and decreased operational expenses. Knowledge need to be employed as catalyst for evolution of fresh knowledge by means of assimilation, invention, discovery, and addition of a company's knowledge (Gonzalez & Martins, 2017). Making use of knowledge also means that it should be utilized as for organizational decision making.

Various inquiries have established a positively inclined relationship between the application of knowledge and performance in organizations (Kinyua et al., 2015; Mugambi & Kwasira, 2015). Al-Hadawi (2018) found that knowledge application has a direct impact on customer satisfaction as effective knowledge application improves the overall performance of a company through the customer oriented management. This means that knowledge application by hotels should be focused on meeting customer expectations with the aim of enhancing customer satisfaction.

2.6 Summary of Research Gaps

This part was developed from the empirical analysis completed by the research. It assists in forming the foundation for the construction of the study problem by ascertaining inadequate information in preceding examinations.

2.6.1 Knowledge Management and Customer Satisfaction in Hospitality Industry

Salem (2014) investigated knowledge management in the hospitality industry in Egypt and how it relates to performance of hotels and innovation. The investigation concentrated on four and five-star hotel establishments and used the responses of senior management only. Incorporating

the responses of middle management and subordinate staff is important since they are the ones who implement knowledge management strategies. Correlated to KM and customer satisfaction was the study by Guchait et al. (2011) which studied the associations amid practices relating to knowledge management in the course of an exchange of services and customers' satisfaction and behavior intents. The researchers focused on the application of tacit and explicit knowledge in service delivery and found that it was tacit as opposed to explicit knowledge management activities applied by hotel facilities that have a larger effect on customers' satisfaction and behavior intents.

Mehmood and Ul Abedin (2017) examined the manner in which knowledge management influences customer satisfaction and intent of customers to quit by focusing on the intervening role of management of the customer relationship. In their exposition on the application of knowledge management to a sector such as hospitality and tourism Zaei and Azeri (2014) observe that knowledge management research requires to be enhanced to be able to address the explicit needs of the hospitality and tourism industry. The researchers define knowledge management practices as visible organizational actions which are connected to knowledge management. The practices identified are creation & acquisition, identification & Selection, save & organize, refinement & processing, transfer & sharing and application (Zaei & Zaei, 2014). An empirical research is therefore necessary to investigate knowledge management practices and how they influence operations in the hospitality industry.

Nadube and Ngabawi (2020) investigated knowledge management versus customers' satisfaction in banks in Nigeria's Rivers State from the perspective of customer knowledge management and established that good management of consumers' knowledge is vital in realizing customers' satisfaction in the banks.

Some of the studies have focused only on one knowledge management practice or process. Idrees et al. (2018) studied knowledge sharing among different establishments running through four and five-star hotel facilities in the Saudi Arabia and found that competing four and five star hotels form cliques to share knowledge. It is however noteworthy that knowledge sharing may encompass co-operation for shared benefit but also misrepresentation and/or suppression of information for reserved gain. In a study aimed at determining how knowledge acquisition impacts on the competitive advantage of SACCOs in Trans Nzoia County, Muchanji and Makhoha (2018) concluded that the knowledge base held by an organization was the most vital source of competitive advantage.

Locally, Korir (2018) studied knowledge management indicators in the hospitality industry and found that two indicators namely personal knowledge and social knowledge can be adequately used to measure knowledge management. The study concluded that personal knowledge comprises using individual knowledge for the organization, having valuable knowledge required

by the hotel, learning from colleagues and being receptive to knowledge from others while social knowledge requires understanding, tolerance, sharing experience (inter-personal abilities) and utilizing externally gained knowledge for internal purposes. Odunga et al. (2020) tried to find the impact of knowledge sharing on tourism destination's competitiveness in Baringo County. Other studies focused on knowledge management and performance with the majority of researchers concentrating on the banking sector (Ndwiga et al., 2019; Rabillo & Rotich, 2018; Gakuo & Rotich, 2017; Kangogo, 2015; Kinyua et al., 2015; Chweya1 et al., 2014). There were no studies within the local environment that investigated knowledge management and customers' satisfaction in the hospitality industry.

2.7 Operational Framework

Figure 2.2

Operationa l Framework

Knowledge Acquisition

- Benchmarking
- Apprentice & mentor programs
- Training employees
- Hiring new employees

Knowledge Creation

- Brainstorming
- Encouraging trial & error process
- Reward system for new ideas
- Education sponsorships

Knowledge Sharing

- Regular staff meetings
- Staff orientation programs
- Personal interactions
- Job rotation

Knowledge storage and documentation

- Knowledge recording
- Filing system
- Digital repositories
- Records updates

Knowledge Utilization

- New Processes
- New products
- Improvement of existing product
- Creation of problem-solving teams

Independent Variables

Customers' Satisfaction

- Value perception
- Met expectations
- Affirmation of satisfaction
- Comparative review

Dependent Variable

2.8 Chapter Summary

This chapter presented key theories and empirical work on knowledge management and customers' satisfaction of various companies in different contexts. In addition, this chapter also provided a literature review in connection to the objectives of the research that were itemized in the first chapter. The components discussed comprise of the study's theoretical framework, the empirical analysis pointing towards the concepts and the research variables, research gaps and the conceptual framework.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section describes the approaches that were adopted by the study in order to collect the data necessary to help realize the research objectives. It presents the applied research design, the target population, sampling procedures and sample size, methods of data collection, data analysis and presentation and ethical considerations.

3.2 Research Design

Research design is described as the general approach selected to combine the diverse components of the research in a comprehensible and rational manner, hence making sure that the research problem is appropriately answered (Cooper & Schindler, 2014). The researcher employed a descriptive research design that examined how knowledge management influences customers' satisfaction in four-star and five-star hotel establishments in Nairobi County, Kenya. Where data to be collected is meant to describe individuals, firms, locations or occurrences, then a descriptive research design is considered as the most suitable research design (Kiseli, 2016).

The research was designed to use quantitative research methods. The aim of quantitative design was to create and test hypothesis, analyze the cause and effect factors and provide a basis for making scientific extrapolations. This is because as opposed to qualitative analyses which are more abstract, quantitative analyses are statistical and considered more authentic in hypothesis testing.

3.3   Target Population

Target population comprised of the whole collection of individuals, events, or items of interest that the research was intent on examining (Cooper & Schindler, 2014). The accessible population was derived from hotels in Nairobi County with four-star and five-star rating. The Tourism Regulatory Authority indicated that there were twenty-eight (28) hotel establishments categorized as either four-star or five-star operating in Nairobi. They consisted of nine (9) five-star hotel establishments and nineteen (19) four-star hotel establishments. The basis of selection of these hotels was because they were rated high and therefore had systematic procedures.

The respondents were drawn from employees and boarding customers of the four-star and five-star hotel establishments in Nairobi County. This study had a target population comprising of 1872 employees and 2072 boarding customers respectively as per the data obtained from the human resource and marketing departments of the hotels. Employees on short-term engagements and casual engagements were not included in the target population due to their transitory nature which would have led to bias in their responses.

Table 3.1

Target population

No.	Hotels	Employees	Customers
1.	Radisson Blu Hotel Nairobi	116	101
2.	The Sarova Stanley	111	92
3.	Villa Rosa Kempinski	102	83
4.	Sankara Nairobi	80	76
5.	The Boma Nairobi	75	82
6.	Crowne Plaza Nairobi Airport	73	68
7.	Tribe Hotel	70	66
8.	Dusit D2	32	38
9.	Hemingway's Nairobi	23	24
10.	Hilton Nairobi Limited	122	112
11.	Crowne Plaza	68	64
12.	Hilton Garden Inn Nairobi Airport	58	84
13.	City Lodge Hotel At Two Rivers	87	92
14.	Southern Sun Mayfair Nairobi	87	80
15.	Eka Hotel	82	102
16.	Sarova Panafric Hotel	83	132
17.	Silver Springs Hotel	82	82
18.	Nairobi Safari Club	62	68
19.	he Panari Hotel, Nairobi	69	96
20.	Ole Sereni Hotel	68	94
21.	Windsor Golf Hotel and Country Club	66	94
22.	Fairview Hotel	65	62
23.	Weston Hotel	51	52
24.	Golden Tulip Westlands	44	72
25.	Nairobi Serena Hotel	38	64
26.	Pride Inn Lantana Apartments and Suites	28	50
27.	Executive Residency by Best Western.	24	36

28.	House of Waine	6	10
	Total	**1872**	**2076**

3.4 Sampling Techniques and Sample Size

3.4.1 Sampling Techniques

The study adopted stratified random sampling to arrive at the sample that was administered the research instrument. Sampling is the procedure used to derive a sample from a given population. The technique used gave consideration to the characteristics of the population in order to ensure that the sample obtained captured all traits of the population being studied. Employees were treated as a stratum (group) from where the respondents were selected. The customers participating in the study from each hotel were selected from boarding customers. Random sampling was used to select respondents because it ensured that each member of the population was equally likely to be chosen as part of the sample and thus removing selection bias (Saunders et al., 2012).

3.4.2 Sample Size

A sample size denotes a small set of a larger population (Copper & Schindler, 2014). According to Babbie (2014), 10% or more of the members of a target population is considered appropriate to give a representation thus, the study used 20% to select the sample population from each hotel as follows:

$$n = \frac{20}{100} \times N$$

Where;

n = required sample size

41

N = size of the population

The foregoing computation indicates a sample size of 374 employees and 415 boarding customers drawn from four and five star hotels in Nairobi County.

Table 3.2

Sample Size

No.	Selected Hotels	Employees	Customers
1.	Radisson Blu Hotel Nairobi	23	20
2.	The Sarova Stanley	22	18
3.	Villa Rosa Kempinski	20	17
4.	Sankara Nairobi	16	15
5.	The Boma Nairobi	15	16
6.	Crowne Plaza Nairobi Airport	15	14
7.	Tribe Hotel	14	13
8.	Dusit D2	6	8
9.	Hemingway's Nairobi	5	5
10.	Hilton Nairobi Limited	24	22
11.	Crowne Plaza	14	13
12.	Hilton Garden Inn Nairobi Airport	12	17
13.	City Lodge Hotel At Two Rivers	17	18
14.	Southern Sun Mayfair Nairobi	17	16
15.	Eka Hotel	16	20
16.	Sarova Panafric Hotel	17	26
17.	Silver Springs Hotel	16	16
18.	Nairobi Safari Club	12	14
19.	The Panari Hotel, Nairobi	14	19
20.	Ole Sereni Hotel	14	19
21.	Windsor Golf Hotel and Country Club	13	19
22.	Fairview Hotel	13	12
23.	Weston Hotel	10	10
24.	Golden Tulip Westlands	9	14
25.	Nairobi Serena Hotel	8	13
26.	Pride Inn Lantana Apartments and Suites	6	10

27.	Executive Residency by Best Western.	5	7
28.	House of Waine	1	2
	Total	**374**	**415**

3.5 Data Collection Instruments

The instruments of collecting data used to conduct the research were structured questionnaires. According to Saunders et al. (2014), questionnaires are preferred instruments of data collection since they are considered to be cost effective and help the scholar to evade bias when conducting the research. The specific questions included in the questionnaires were derived on the basis of the aims of the research. Two questionnaires were used in data collection. The first questionnaire was used to measure parameters of knowledge management variables from the sampled hotel employees while the second questionnaire was used to measure parameters of customers' satisfaction from customers of the selected hotels. The questionnaires had two segments; the first segment covered general demographic questions and the second segment covered questions intended to measure study variables as guided by the research objectives (See appendix II).

Questionnaires were used to collect data in studies like Crnjar (2013), Mahapa 2013, Salem (2014) and Korir (2018) which focus on various elements of knowledge management constructs in hotels. DilPazir and Amin (2015) and Dominica and Guzzo (2010) also used questionnaires to measure customers' satisfaction in the hotels while Mehmood and Ul Abedin (2017) used a questionnaire in a study to find out how knowledge management impacts customers satisfaction and customers' intent to quit.

3.6 Data Collection Procedure

Data was obtained using comprehensive questionnaires which was administered to the respondents by the research assistants properly trained before proceeding to the field. Questions

to respondents were posed using the questionnaires. The researcher sought authorization from the Directorate of Post-Graduate Studies of Kenya Methodist University and subsequently applied for a permit to conduct research from the Kenya National Council of Science and Technology before administering the data collection instruments to the respondents.

3.7   Pre-testing of Research Instruments

The researcher undertook a pilot study in order to make sure that the questionnaires were effective and dependable. The researcher did this by administering the questionnaires to a sample of respondents with the same features as the sample under investigation. The results of the pilot study helped the researcher to identify questions which need to be restated to facilitate better understanding of the same, removal of ambiguous statements and ensure that the questionnaire is generally in line with the intended objectives.

3.8   Validity and Reliability

Validity is the capability of a scale to accurately make measurements of what it is intended to measure (Robson, 2011). Validity was ensured by means of literature review and pre-testing the research instruments with experts and scholars to assess if the questions are appropriate measures of their relevant constructs (Aslam et al., 2013; Salem, 2014).   Reliability refers to how dependable the research instrument is to consistently yield the same data when used under similar conditions as was measured in the pilot study (Odunga et al., 2020). The study used Cronbach alpha coefficient value which was computed based on data collected during pre-testing of questionnaires so as to find out the reliability of the instrument. Cooper and Schindler (2014) note that a coefficient of 0.7 for business and social science studies indicate high reliability. This

study regarded a Cronbach alpha coefficient of 0.70 as a minimum measure of the reliability of the questionnaire.

3.9   Data Analysis and Presentation

The researcher cleaned the collected data, coded it and entered it into the Statistical Package for Social Sciences (SPSS) version 26.0 for analysis. The researcher then drew a descriptive and inferential statistics from the software for presentation and analysis. This helped the researcher to describe the data obtained from the analysis. Descriptive statistic included frequencies, mean, and percentages, which provide are good indicator of the population characteristics, while the inferential statistics included bivariate correlations and regression analysis. The statistical software was used to run regression used to link the association between the independent variable (knowledge acquisition, knowledge creation, knowledge storage & documentation, knowledge sharing, knowledge utilization) and the dependent variable (customers' satisfaction) in order to enable the researcher make inferences and test hypothesis.

A multiple linear regression model in the form $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \acute{\epsilon}$ was derived from the objectives of the study and empirical review. The model represented the relationship between the dependent variable (Y) and the independent variables (X) where:

Y = Customers' Satisfaction

X_1 = Knowledge Acquisition

X_2 = Knowledge Creation

X_3 = Knowledge Storage & Documentation

X_4 = Knowledge Sharing

X_5 = Knowledge Utilization

β_0 = Constant

β_1 - β_5 = Regression Coefficients

$\acute{\epsilon}$ = Error terms

3.10   Testing of Regression Assumptions

Multiple regressions were employed to make a determination of the fit of the model employed in the research and the predictors comparative influence on variance. In regression analysis, the statistical tests used depended on several assumptions concerning the variables used. The results would not be considered as trustworthy if the assumptions were not met, which would to lead to over- or under-estimation of significance or a Type I or Type II error, or effect size(s). There are several linear regression assumptions like; linearity, normality, heteroscedasticity and multi collinearity that were tested and analyzed in this study.

3.11   Ethical Considerations

The study was undertaken ensuring proper attention to concerns of ethics. Ethical matters like informed consent, privacy and confidentiality, confidentiality and researchers' responsibility was adhered to while conducting the study

A research permit from the National Commission for Science and Technology Kenya was obtained by the researcher ensuring that the study was meeting all requirements on ethical standards. The researcher presented an introduction letter to the management of the hotels and the respondents to obtain consent to administer the questionnaire to each of the selected individuals. The purpose of conducting the study was explained to the respondents using a cover letter. The letter sought for voluntary participation and guaranteed respondents that the

information and data that was collected would be kept in confidence (see Appendix I). The researcher did not ask the identity of the respondents and thus the real names of the respondents were not used in order to ensure privacy of the respondents.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This part displays results of the analyzed data by means of frequency tables, figures and graphs based on the objectives of the study. Data collected was analyzed using descriptive statistics and inferential statistics. Sections contained in this presentation are the response rate, demographic characteristics, reliability statistics, descriptive statistics for different variables, diagnostics test results and regression analysis outcomes.

4.2 Response Rate

A total of 790 questionnaires were distributed to the respondents. The researcher was able to gather 634 questionnaires indicating a response rate of 80 percent. Data analysis was done with the 634 questionnaires collected. The rate of response was considered sufficient to provide dependability and credibility to the results of the study and its recommendations.

4.3 Demographic Characteristics

The demographic characteristics of the respondents are covered in this section. It includes results on gender distribution, age distribution, education level, experience and frequency of hotel visits by customers. Frequency tables have been used to present the findings.

4.3.1   Gender Distribution

The respondents were required to identify themselves by gender. Table 4.1 below indicates the number of female respondents against male respondents participating in the survey.

Table 4.1

Gender Distribution

Gender	Frequency	Percent
Male	354	55.8
Female	280	44.2
Total	**634**	**100.0**

The results show that both genders were fairly represented amongst the respondents. Male respondents formed 55.8% while female respondents formed 44.2% of respondents. This indicates that gender representation was appropriately encompassed in the research hence the results did not suffer from gender bias.

4.3.2 Age Distribution

The researcher confirmed that distribution of respondents by age was well appreciated. The outcomes of the analyses of respondents by age are presented in Table 4.2.

Table 4.2

Age distribution

Frequency		**Percent**
Less than 20	2	0.3
21-30	219	34.5
31-40	198	31.2
41-50	152	24.0
51-60	47	7.4
Over 60	16	2.5
Total	**634**	**100.0**

The results of the analysis indicate 66% of those who responded to the survey were under 40 years of age, 31.4% of the respondents between 41 - 60 years while respondents who were above the age of 60 years accounted for 2.50%.

4.3.3   Level of Education

The researcher requested the respondents to state their education levels. According to Berry (2011), social science researchers have widely used level of education to show individual integration and involvement in occurrences in society. The results of the respondents' education level are presented by Table 4.3.

Table 4.3

Level of Education

Level of Education	Frequency	Percent
Secondary school	13	2.1
College Certificate	115	18.1
College Diploma	297	46.8
Undergraduate Degree	33	5.2
Postgraduate Degree	176	27.8
Total	**634**	**100.0**

The findings showed a majority of those who responded to the survey as having acquired tertiary education jointly representing 97.9% of the total number of respondents. The balance has secondary education at 2.1%. The results indicate that the respondents were from a well-educated population. Respondents who are educated are expected to be more knowledgeable and make more rational decisions as compared to the less educated respondents.

4.3.4 Years Worked

The respondent employees were requested to indicate their duration of service at the current hotel in order to establish whether they were knowledgeable about the hotel's practices. Results of the analysis indicate that they had worked for different preceding years as indicated in Table 4.4.

Table 4.4

Years Worked

Years Worked	Frequency	Percent
Below 2 Years	75	23.7
3-5 Years	167	52.7
6-10 Years	61	19.2
11-20 Years	14	4.4
Total	**317**	**100.0**

Most of the individuals who responded to the survey had worked for below 5 years accounting for 242 (76.4%). Those who had worked for between 6 and 10 accounted for 19.2% while those respondents who had worked for more than 10 years represented 4.4%.

4.3.5 Frequency of Hotel Visits

The respondent customers were asked about their frequency of visits to the hotel during the time of the study in order to establish whether they had knowledge on the hotel's practices. The study findings are presented in Table 4.5.

Table 4.5

Frequency of Hotel Visits

Frequency of hotel visits	Frequency	Percent
Once a Year	63	19.9
Once Every Six Months	103	32.5
Once Every Four Months	64	20.2
Once Every Month	82	25.9
Once Every Week	5	1.6
Total	**317**	**100.0**

The analysis indicated that 19.9% of the customers visited the hotel at least once a year, 32.5% once every six months, 20.2% once every four months, 25.9% once every month and 1.6% once every week.

4.4 Reliability Statistics

The researcher tested reliability for each section by means of Cronbach's alpha. Cronbach's Coefficient values ranging from 0.7 to 1.0 were the criteria employed to determine the reliability of the questionnaire (Korkmaz et al., 2017). Data was gathered from ten employees and ten boarding customers in four and five star rated hotels in Laikipia County using twenty questionnaires and used to test for the validity and the reliability of the questionnaires. Summaries of the analysis of reliability statistics for each section of the questionnaire are presented in Table 4.6.

Table 4.6

Summary of Reliability Statistics

Variable	No. of Items	Cronbach's Alpha		Conclusion
		Employees	Customers	
Knowledge Acquisition	6	0.814	0.769	Reliable
Knowledge Creation	6	0.769	0.774	Reliable
Knowledge Sharing	6	0.725	0.799	Reliable
Knowledge Storage and Documentation	6	0.765	0.794	Reliable
Knowledge Utilization	6	0.794	0.796	Reliable
Overall	**30**	**0.773**	**0.786**	**Reliable**

4.5 Descriptive Statistics of Independent Variables

This section describes the responses of the questionnaire items with regard to the five independent variables of the study, which were Knowledge Acquisition, Knowledge Creation, Knowledge Sharing, Knowledge Storage and Documentation and Knowledge Utilization.

The descriptive statistics presented are frequencies of the level of respondents' agreement in a 5-level Likert rating scale (Strongly agree – 5; Agree – 4; Neutral – 3; Disagree – 2; Strongly Disagree – 1) per statements provided, mean and standard deviation.

4.5.1 Descriptive Statistics for Knowledge Acquisition

The respondents were presented with statements on knowledge acquisition activities and asked to rate how they agreed with the hotels practice of each. From their responses, frequencies, mean

and standard deviations were calculated to ease interpretation. The findings are as presented in Table 4.7.

Table 4.7

Descriptive Statistics for Knowledge Acquisition Practices

Statements (N = 317)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
Benchmarking	2	0	6	110	199	4.59	0.597
	0.60%	0.00%	1.90%	34.70%	62.80%		
Mentorship in partner hotels	0	2	8	140	167	4.49	0.582
	0.00%	0.60%	2.50%	44.20%	52.70%		
Regular trainings organized	2	0	0	111	204	4.62	0.558
	0.60%	0.00%	0.00%	35.00%	64.40%		
Employees recruited for new knowledge	2	8	10	127	170	4.44	0.733
	0.60%	2.50%	3.20%	40.10%	53.60%		
Consultation when undertaking duties	0	0	18	137	162	4.45	0.602
	0.00%	0.00%	5.70%	43.20%	51.10%		
Suggestions during meetings	0	0	4	143	170	4.52	0.525
	0.00%	0.00%	1.30%	45.10%	53.60%		
Average %	0.30%	0.52%	2.43%	40.38%	56.37%	4.52	0.600
Summary	**0.82% (Disagreement)**			**96.75% (Agreement)**			

As per the findings presented in Table 4.7, most of the respondents (96.75%) with an average collective score of 4.52 and 0.600 standard deviation, were in agreement with the different statements that hotels had knowledge acquisition practices. This showed that the practices adopted by hotels on knowledge acquisition integrated employees' attitudes and ideas for innovative methods and products. Majority of the respondents agreed that their hotels do acquire knowledge through benchmarking at 97.50%, mentorship in partner hotels at 96.90%, regular

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trainings at 99.40%, employees recruited for new knowledge at 93.70%, consultation when undertaking duties at 94.30% and suggestions during meetings at 98.70%.

The results are in agreement with those of Kiseli and Senaji (2016) which indicated that the respondents in the study were in agreement as indicated by an average score of 4.0227 and 0.62835 standard deviation that five star hotels in Nairobi had processes for obtaining knowledge about new products and services. The outcomes of the research also agree with the results of Muchanji and Makokha (2018) who found that the organization initiates and implements annual training plans as a means to make employees acquire knowledge for an organization to be competitive. Further, the findings agree with the study by Gatuyu and Kinyua (2020) who established that employees are attend external trainings to enable them obtain fresh knowledge and that engaging skilled labour highly emphasized by enterprises.

4.5.2   Descriptive Statistics for Knowledge Creation

The persons responding to the survey were requested to respond to declarations on knowledge creation in their hotels by stating their level of agreement with each. Table 4.8 shows the findings on the items relating to knowledge creation.

Table 4.8

Descriptive Statistics for Knowledge Creation Practices

Statements (N = 317)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
Brainstorming sessions for new products	8	0	4	145	160	4.42	0.757
	2.50%	0.00%	1.30%	45.70%	50.50%		
Experiments for new problem solving methods	0	0	8	139	170	4.51	0.549
	0.00%	0.00%	2.50%	43.80%	53.70%		
Rewards to encourage creativity	0	0;	32	125	160	4.4	0.666
	0.00%	0.00%	10.10%	39.40%	50.50%		
Established formal networks with external experts	0	6	26	121	164	4.4	0.72
	0.00%	1.90%	8.20%	38.20%	51.70%		
Employees encouraged to generate new knowledge	0	0	4	135	178	4.55	0.523
	0.00%	0.00%	1.30%	42.60%	56.10%		
Financial support for staff professional courses	0	16	60	93	148	4.18	0.911
	0.00%	5.00%	18.90%	29.30%	46.80%		
Average %	0.42%	1.15%	7.05%	39.83%	51.55%	4.41	0.69
Summary	**1.57%** (Disagreement)			**91.36%** (Agreement)			

The outcomes presented by Table 4.8 indicate that majority of the individuals responding to the study at 91.36% with an average score of 4.41 and 0.69 standard deviation, were in agreement with the different statements that hotels had practices for knowledge creation. Cumulatively, the respondents largely agreed that brainstorming sessions for new products development were held

at 96.20%, that there are experiments for new problem solving methods at 97.50%, that rewards to encourage creativity are given at 89.90%, that there are established formal networks with external experts at 89.90%, that employees are encouraged to generate new knowledge at 98.70% and that hotels give financial support for staff professional courses at 76.10%. This means that hotels are keen to create new products that meet the current needs of their customers. Development of new products requires creativity and innovation and adoption of knowledge creation practices by hotels is evidence that hotels have not been left in the quest to advance new knowledge and products.

The findings are supported by the results of the study Bytok et al. (2013) on the processes of knowledge management in thermal hotel establishments in the Afyonkarahisar province of Turkey. The study found that hotels create knowledge firstly by forming novel concepts on products generated by hotels as indicated by an average score of 4.26 and 0.966 standard deviation. The second most applied method in knowledge creation according to the study was developing new ideas on their operational methods and processes indicated by an average score of 4.12 with 0.976 standard deviation. In addition, the outcomes affirm the findings of Adman (2019) who established a positively inclined and significant influence of knowledge creation on performance by SMEs. He concluded that knowledge creation which was the independent variable possessed a partially positive and significant effect on SMEs performance.

4.5.3 Descriptive Statistics for Knowledge Sharing

The researcher tried to find out how the respondents shared their knowledge in the hotel structure.

Table 4.9

Descriptive Statistics for Knowledge Sharing Practices

Statements (N = 317)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
Regular staff meetings	0	0	0	113	204	4.64	0.480
	0.00%	0.00%	0.00%	35.60%	64.40%		
Orientation for new employees	0	0	4	83	230	4.71	0.480
	0.00%	0.00%	1.30%	26.20%	72.50%		
Employees share experiences	0	0	4	115	198	4.61	0.513
	0.00%	0.00%	1.30%	36.30%	62.40%		
Brainstorming sessions for problem solving ideas	0	0	20	125	172	4.48	0.614
	0.00%	0.00%	6.30%	39.40%	54.30%		
Employees share previous experiences in meetings	0	6	20	131	160	4.40	0.694
	0.00%	1.90%	6.30%	41.30%	50.50%		
Staff rotation	0	12	92	71	142	4.08	0.941
	0.00%	3.80%	29.00%	22.40%	44.80%		
Average %	0.00%	0.95%	7.37%	33.53%	58.15%	4.49	0.620
Summary	**0.95% (Disagreement)**			**91.68% (Agreement)**			

From the results presented by Table 4.9, knowledge sharing was high among employees in hotels at an agreement level of 91.68% with an average score of 4.49 and 0.620 standard deviation. A majority of those who responded to the survey agreed that there are regular staff meetings as indicated by a cumulative percentage of 100%, that there is orientation for new employees as

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indicated by 98.70%, that employees share experiences at 98.70%, that there are brainstorming sessions for problem solving ideas at 93.70%, that employees share previous experiences in meetings at 91.80% and that there is staff rotation at 67.20.

This means that knowledge in hotels is not a preserve of a few individuals but is a shared resource among employees. Sharing of knowledge ensures that all employees aware of the needs and characteristics of their customers and can provide customer centered services. The results confirm the findings of Kiseli and Senaji (2016) that five star hotels in Nairobi had processes for exchanging knowledge between individuals with an average score of 4.3462 and 0.64722 standard deviation.

4.5.4 Descriptive Statistics for Knowledge Storage and Documentation

To gain insights on knowledge storage and documentation, respondents were presented with statements on various storage and documentation practices and asked to rate how they agreed with each.

Table 4.10

Descriptive Statistics for Knowledge Storage and Documentation Practices

Statements (N = 317)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
Minutes taken during meetings	8	0	4	144	161	4.42	0.757
	2.50%	0.00%	1.30%	45.40%	50.80%		
Work manuals and procedures available	0	0	8	138	171	4.51	0.549
	0.00%	0.00%	2.50%	43.50%	54.00%		
Information on good practices updated	0	0	32	125	160	4.4	0.666
	0.00%	0.00%	10.10%	39.40%	50.50%		
Digital records are held	0	6	26	120	165	4.4	0.721
	0.00%	1.90%	8.20%	37.90%	52.00%		
Documents are filed	0	0	4	134	179	4.55	0.523
	0.00%	0.00%	1.30%	42.30%	56.40%		
Easy retrieval and of stored information	0	17	60	92	148	4.17	0.919
	0.00%	5.40%	18.90%	29.00%	46.70%		
Average %	0.42%	1.22%	7.05%	39.58%	51.73%	4.41	0.690
Summary	**1.63% (Disagreement)**			**91.32% (Agreement)**			

Table 4.10 presents the findings indicating that 91.32% of the respondents agreed that hotels practiced knowledge storage and documentation activities. This gave rise to a recorded average score of 4.41 with a 0.690 standard deviation. All the activities for knowledge storage and documentation were perceived as critical by the hotels with their means being above four. Cumulatively, most of the respondents agreed that minutes are taken during meetings at 96.20%,

work manuals and procedures are available at 97.50%, information on good practices is updated at 89.90%, digital records are held at 89.90%, documents are filed at 98.70% and that there is easy retrieval of stored information at 75.70%.

Documentation and storage of information means that hotels have a memory of previous transactions with their customers, customers' feedback can be retrieved and that possible ways of providing satisfactory services are recorded and stored for future use. This enables them to refresh on what they need to do to ensure customer satisfaction when need be. Additionally, storage and documentation of information acquired or created acts to support and facilitate other knowledge management practices. Sharing of knowledge can be through sharing of recorded and stored data while utilization would require employees to consult their supervisors and working manuals.

These findings confirm the outcomes of a study by Mugambi and Kwasira (2015) which established that firms possessed soft or hard methods of recording and retaining knowledge, that storage of knowledge created capability for retrieval and usage of data by all persons, firms had knowledge storage and codification and firms had comprehensive record of tangible knowledge available to all personnel. The results are also in agreement with finding of Adman (2019) who established that knowledge storage positively and significantly influences the performance of SMEs.

4.5.5 Descriptive Statistics for Knowledge Utilization

To gain insight on the activities used by hotels to utilize knowledge, the researcher required respondents to state the level to which they agreed with declarations regarding knowledge application activities. The results are shown in Table 4.11.

Table 4.11

Descriptive Statistics for Knowledge Utilization Practices

Statements (N = 317)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
Hotel introduces new products	2	0	14	136	165	4.46	0.643
	0.60%	0.00%	4.40%	42.90%	52.10%		
Products are improved and launched	0	0	14	147	156	4.45	0.580
	0.00%	0.00%	4.40%	46.40%	49.20%		
New processes are introduced	0	0	38	123	156	4.37	0.689
	0.00%	0.00%	12.00%	38.80%	49.20%		
Documented knowledge aids decision making	0	8	22	143	144	4.33	0.717
	0.00%	2.50%	6.90%	45.10%	45.50%		
Stand by teams to handle challenges	0	0	4	147	166	4.51	0.525
	0.00%	0.00%	1.30%	46.40%	52.30%		
Employees use knowledge for customer benefit	0	22	60	99	136	4.10	0.943
	0.00%	6.90%	18.90%	31.20%	43.00%		
Average %	0.10%	1.57%	7.98%	41.80%	48.55%	4.37	0.680
Summary	**1.67%** **(Disagreement)**			**90.33%** **(Agreement)**			

The results revealed that most of the respondents 90.33% as shown by a collective average score of 4.37 and a standard deviation of 0.680 agree that hotels make use of knowledge to improve on delivery of services. The respondents mostly agreed that hotels introduce new products as indicated by a cumulative percentage of 95.00%, that products are improved and launched as indicated by 95.60%, new processes are introduced as indicated by 88.00%, documented knowledge aids decision making as indicated by 90.60%, there are stand by teams to handle

challenges as indicated by 98.70% and that employees use their knowledge for customer benefit as indicated by 74.20% of the respondents.

Utilization of knowledge by the hotels can therefore be confirmed to be evidenced by new products, improved products, new work processes as well as general improvements in handling customers. When hotels apply the knowledge they acquire, they are able to test what works to bring about positive results and what does not. It is therefore critical that investment in knowledge acquisition, creation, sharing and storage and documentation is reinforced by application of knowledge.

The findings are confirmatory to the findings of Kinyua et al. (2015) who obtained an average score and a standard deviation of 4.12 and 0.69 in that order for items on knowledge application. The mean indicated that most of the individuals responding to the survey agreed that practices relating to knowledge application are applied by Commercial Banks.

4.6 Descriptive Statistics for Perception of Influence of Knowledge Management Practices on Customers' Satisfaction

The research sought to assess customers' perception of how knowledge management activities influence satisfaction in four and five star hotels in Nairobi County.

4.6.1 Descriptive Statistics for Perception of Influence of Knowledge Acquisition on Customers' Satisfaction

Customers were requested to indicate their level of agreement with declarations regarding the influence of knowledge acquisition on their satisfaction. The outcomes are shown in Table 4.12.

Table 4.12

Descriptive Statistics for Perception of Influence of Knowledge Acquisition Practices on

Customers' Satisfaction

Statements (N = 317)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
Ease of booking a room	8	0	4	145	160	4.42	0.757
	2.50%	0.00%	1.30%	45.70%	50.50%		
Superior experience in the hotel	0	0	8	139	170	4.51	0.549
	0.00%	0.00%	2.50%	43.80%	53.70%		
Employees knowledgeable in their work	0	0	32	125	160	4.40	0.666
	0.00%	0.00%	10.10%	39.40%	50.50%		
Employees aware of new trends	0	6	26	121	164	4.40	0.720
	0.00%	1.90%	8.20%	38.20%	51.70%		
Employees consult for guidance	0	0	4	135	178	4.55	0.523
	0.00%	0.00%	1.30%	42.60%	56.10%		
Asked my preferences	0	16	60	93	148	4.18	0.911
	0.00%	5.00%	18.90%	29.30%	46.80%		
Average %	0.42%	1.15%	7.05%	39.83%	51.55%	4.41	0.690
Summary	**1.57%** (Disagreement)			**91.36%** (Agreement)			

The outcomes displayed by Table 4.12 show that most of the individuals responding to the survey agreed that knowledge acquisition practices in hotels influences customer's satisfaction as indicated by an average score of 4.41 and 0.690 standard deviation. As shown by the total respondents who agreed with the various propositions, 96.20% of the respondents perceived that knowledge acquisition resulted in easy of booking of rooms, 97.50% in superior experience in the hotel, 89.90% in employees being knowledgeable in their work, 89.90% in employees being

aware of new trends in hotel industry, 98.70% in employees consulting for guidance before addressing unclear matters and 76.10% in employees asking customers for their preferences.

Customers can therefore be said to have a better experience when hotels practice knowledge acquisition. Outcomes such as ease of accessing services and knowledgeable employees leads to enhanced customer experience which is beneficial to the hotel.

4.6.2 Descriptive Statistics for Perception of Influence of Knowledge Creation on Customers' Satisfaction

The researcher asked the respondents to state the level that the different features of knowledge creation influence customers' satisfaction of hotels in Nairobi County. The findings were as illustrated by Table 4.13.

Table 4.13

Descriptive Statistics for Perception of Influence of Knowledge Creation on Customers'

Satisfaction

Statements (N = 317)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
Quality expectations met	2	0	8	130	177	4.51	0.614
	0.60%	0.00%	2.50%	41.00%	55.90%		
Employees creative in solving problems	0	0	8	150	159	4.48	0.549
	0.00%	0.00%	2.50%	47.30%	50.20%		
Hotel provides value for money	0	0	42	126	149	4.34	0.700
	0.00%	0.00%	13.20%	39.70%	47.10%		
Pleasantly unique experience	0	13	24	124	156	4.33	0.789
	0.00%	4.10%	7.60%	39.10%	49.20%		
Professional employees	0	0	6	144	167	4.51	0.537
	0.00%	0.00%	1.90%	45.40%	52.70%		
Satisfying experience at hotel	0	15	68	88	146	4.15	0.919
	0.00%	4.70%	21.50%	27.80%	46.00%		
Average %	0.10%	1.47%	8.20%	40.05%	50.18%	4.39	0.680
Summary	**1.57%** **(Disagreement)**			**90.21%** **(Agreement)**			

The findings revealed that a majority of the individuals responding to the survey were in agreement that knowledge creation practices greatly affect customers' satisfaction as illustrated by an average score of 4.39 and a standard deviation of 0.749. A majority of respondents were in agreement that the quality expectations they had were being met at a cumulative percent of 96.90%. This means that quality affects the level of customer satisfaction and is a critical component when looking at the performance of hotels. In addition, employees are creative in solving problems at 97.50%, hotel provides value for money at 86.80%, they get a pleasantly unique experience at 88.30%, employees are professional at 98.10% and that they get a

satisfying experience at hotel at 73.80%. Knowledge creation therefore not only increases capacity of employees to solve problems but also improves professionalism leading to a superior experience by customers.

4.6.3 Descriptive Statistics for Perception of Influence of Knowledge Sharing on Customers' Satisfaction

The researcher further tried to establish the extent to which knowledge sharing influenced customers' satisfaction in four-star and five-star hotel establishments in Nairobi County. The researcher therefore requested the respondents to state the level to which they were in agreement with declarations relating to knowledge sharing practices and customers' satisfaction. Their replies were as shown in Table 4.14.

Table 4.14

Descriptive Statistics for Perception of Influence of Knowledge Sharing on Customers'

Satisfaction

Statements (N = 317)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
Employees consulted before addressing issues	2	0	12	145	158	4.44	0.632
	0.60%	0.00%	3.80%	45.70%	49.90%		
Employees knowledgeable about hotel	0	0	8	139	170	4.51	0.549
	0.00%	0.00%	2.50%	43.80%	53.70%		
Able to get assistance from any service point	0	0	34	125	158	4.39	0.674
	0.00%	0.00%	10.70%	39.40%	49.90%		
Uniformity in addressing customer needs	0	8	26	129	154	4.35	0.739
	0.00%	2.50%	8.20%	40.70%	48.60%		
Standard of the hotel service	0	0	4	135	178	4.55	0.523
	0.00%	0.00%	1.30%	42.60%	56.10%		
Proper signage for directions	0	14	74	93	136	4.11	0.911
	0.00%	4.40%	23.30%	29.30%	43.00%		
Average % Summary	0.10% **1.25% (Disagreement)**	1.15%	8.30%	40.25% **90.41% (Agreement)**	50.20%	4.39	0.670

The results as presented in Table 4.14 indicated that, 90.41% of the respondents with an average

score and standard deviation of 4.39 and 0.670 in that order agreed sharing influences customer

satisfaction. The cumulative percentage of respondents in agreement indicated that 95.60%

agreed that employees consulted before addressing issues, 97.50% that employees were

knowledgeable about the hotel, 89.30% that they were able to get assistance from any service

point, 89.30% that there was uniformity in addressing customer needs, 98.70% there was

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standard of the hotel service and 72.30% that there was proper signage for directions. This shows that knowledge sharing reduces chances of discrimination in services delivery since all employees are made aware of the level of standards expected of them.

4.6.4 Descriptive Statistics for Perception of Influence of Knowledge Storage and Documentation on Customers' Satisfaction

The researcher requested the respondents to state the extent of their agreement with assertions concerning how knowledge storage and documentation influences customers' satisfaction in four-star and five-star rated hotel establishments in Nairobi County. The findings were as illustrated in Table 4.15.

Table 4.15

Descriptive Statistics for Perception of Influence of Knowledge Storage and Documentation on

Customers' Satisfaction

Statements (N = 317)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
Customer feedback required	2	0	14	135	166	4.46	0.643
	0.60%	0.00%	4.40%	42.60%	52.40%		
Uniform quality of service at all points	0	0	14	147	156	4.45	0.580
	0.00%	0.00%	4.40%	46.40%	49.20%		
Employees aware of innovations in sector	0	0	38	123	156	4.37	0.689
	0.00%	0.00%	12.00%	38.80%	49.20%		
Digital media communication adopted	0	8	22	143	144	4.33	0.717
	0.00%	2.50%	6.90%	45.10%	45.50%		
Comprehensive record of stay held	0	0	4	147	166	4.51	0.525
	0.00%	0.00%	1.30%	46.40%	52.30%		
Database accessible at all service points	0	22	60	99	136	4.10	0.943
	0.00%	6.90%	18.90%	31.20%	43.00%		
Average %	0.10%	1.57%	7.98%	41.75%	48.60%	4.37	0.680
Summary	**1.67%** (Disagreement)			**90.33%** (Agreement)			

The outcomes revealed that most of the individuals responding to the survey (90.33%) with an

average score and standard deviation of 4.37 and 0.680 in that order were in agreement that

knowledge storage and documentation influences customers' satisfaction in four-star and five-

star hotel establishments in Nairobi County. The cumulative percentage indicates that customer feedback was required at 95.00% which alludes to guests providing their input in the information collected by hotels. further, uniform quality of service at all points at 95.60% means that recorded and stored information is actually utilized in enhancing customer service. Employees awareness of innovations in sector at 88.00% enables them to easily seek unique solutions to customer problems while adoption of digital media in communication at 90.60% indicates that hotels have kept abreast with technology making their work easier. Hotels kept a comprehensive record of customers stay at 98.70% and that customer database was accessible at all service points at 74.20% which means that the facilities ensure that recorded and stored information is readily accessible for use by employees whenever need arises.

4.6.5 Descriptive Statistics for Perception of Influence of Knowledge Utilization on Customers' Satisfaction

To ascertain the perception of customers on the influence of knowledge utilization on customers' satisfaction in four-star and five-star hotel establishments in Nairobi County, the researcher asked participants in the study to state their level of agreement with assertions relating to how knowledge application influences customers' satisfaction. The findings are as displayed in Table 4.16.

Table 4.16

Descriptive Statistics for Perception of Influence of Knowledge Utilization on Customers'

Satisfaction

Statements (N = 317)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
New products at the hotel	2	0	14	135	166	4.46	0.643
	0.60%	0.00%	4.40%	42.60%	52.40%		
Improved products	0	0	16	149	152	4.43	0.589
	0.00%	0.00%	5.00%	47.00%	48.00%		
Processes clear and easy to follow	0	2	38	123	154	4.35	0.713
	0.00%	0.60%	12.00%	38.80%	48.60%		
Inquiries and requests addressed timely	0	16	26	133	142	4.26	0.815
	0.00%	5.00%	8.20%	42.00%	44.80%		
Employees very helpful	0	0	4	145	168	4.52	0.525
	0.00%	0.00%	1.30%	45.70%	53.00%		
Would recommend the hotel to connections	0	18	62	109	128	4.09	0.906
	0.00%	5.70%	19.60%	34.40%	40.30%		
Average %	0.10%	1.88%	8.42%	41.75%	47.85%	4.35	0.700
Summary	**1.98% (Disagreement)**			**89.59% (Agreement)**			

As per the findings, 89.59% of the respondents as shown by an average score of 4.35 and a

standard deviation of 0.700 agreed that knowledge utilization does positively influence

customers' satisfaction. The cumulative percentage indicated that 95.00% agreed that there were

new products at the hotel, 95.00% that there were improved products, 87.40% that processes

were clear and easy to follow, 86.80% that inquiries and requests were addressed timely, 98.70% that employees were very helpful and 74.70% that they would recommend the hotel to their connections. Hotels which utilized knowledge favorably can therefore expect enhanced levels of customer satisfaction since most customers are out for the best experience in their visits to hotels. Every time a customer visits a hotels and finds new or improved products, they are likely to look forward to the next experience hence promoting their loyalty to the hotel. Consistent patronage means continued business for the hotel at less cost.

4.7 Findings on Inferential Analysis

Inferential statistics results helped in making forecasts based on the information collected from the participants in the study and make generalizations to the population under investigation.

4.8 Linear Regression Diagnostics

The researcher sought to find out whether the assumptions of conventional linear regression model had been violated through different diagnostic tests. The tests that were carried out are discussed in this part.

4.8.1   Outliers

Outliers were checked by means of Mahalanobi's distance and Cook's Distance indicators. The two distance values were generated through an initial regression run of the data in SPSS. Chi-square distribution, X (5%, 5 variables) = 22.276 was used in deriving the cutoff value for Mahalanobi's statistics (Mahalanobis, 1936); and Cooks distance cut off value was 0.057.

Table 4.17

Testing for Outliers

Residuals Statistics[a]

	Minimum	**Maximum**	**Mean**	**Std. Deviation**	**N**
Mahal. Distance	0.180	22.276	4.984	3.714	317
Cook's Distance	0.000	0.057	0.004	0.007	317

Based on the criteria no outliers were identified and the data was considered fit to be used for testing the linear regression model for the study.

4.8.2 Normality

The research tried to find out the normality of independent variables. The test for normality was done and based on Shapiro-Wilk, the independent variables were found to be statistically significantly different from a normal distribution as shown in Table 4.18.

Table 4.18

Normality of Independent Variables

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
EKA	0.128	317	0.000	0.935	317	0.000
EKC	0.135	317	0.000	0.906	317	0.000
EKS	0.132	317	0.000	0.923	317	0.000
EKSD	0.135	317	0.000	0.906	317	0.000
EKU	0.132	317	0.000	0.918	317	0.000

a. Lilliefors Significance Correction

However, the Shapiro-Wilk statistic was above 0.8 for all the variables which is considered as closer to unity. It is considered that if Shapiro-Wilk statistic approaches unity this means that the unstandardized residuals are sufficiently normally distributed (Osborne, 2013). Since it could be observed that there was no normal distribution for the independent variables but the error terms exhibited a normal distribution, it was concluded that the assumption of a classical linear regression model was not violated and therefore the results from the data analysis would be valid.

Figure 4.1

Histogram of Regression Standardized Residuals
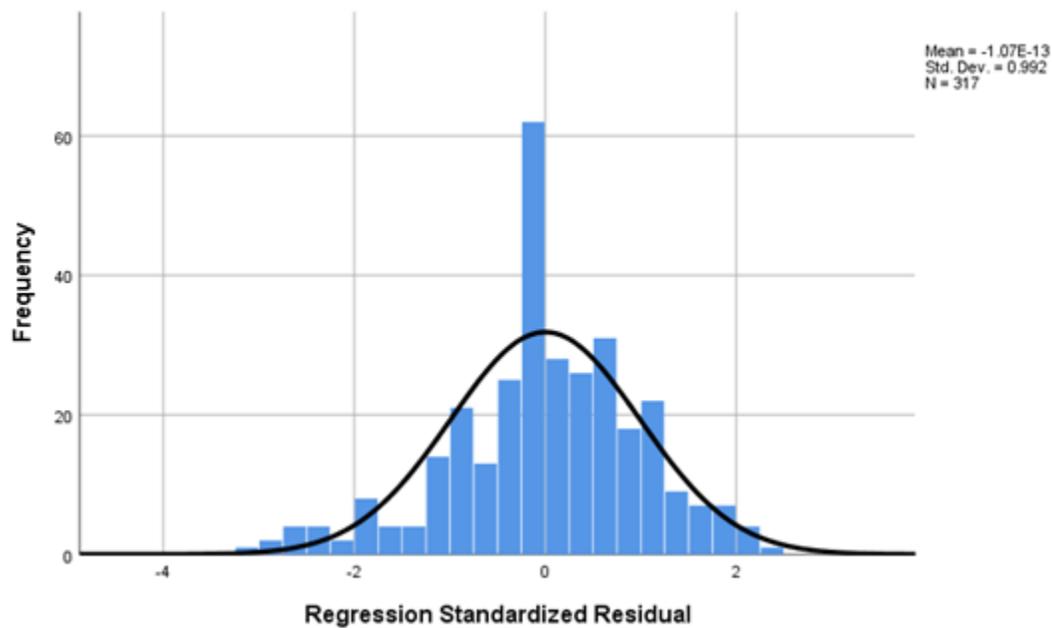
The histogram of standardized residuals is shown by Figure 4.1 and was symmetrical with a normally fitted curve. The results of skewness and kurtosis of standardized residuals in Table 4.20 were not significant. Division of the values of skewness and kurtosis using their corresponding standard errors gave -1.861 and 1.615 as proportions for skewness and kurtosis

with both being within ±1.96 limits. The results support the inference there was no excessive deviance from the normal distribution (Kim, 2013).

Table 4.19

Skewness and Kurtosis of Residuals

Descriptive Statistics

	N	Skewness		Kurtosis	
	Statistic	**Statistic**	**Std. Error**	**Statistic**	**Std. Error**
Standardized Residual	317	-.441	.237	.441	.273
Valid N (listwise)	317				

Figure 4.2

Normal P-P Plot of Standardized Residuals
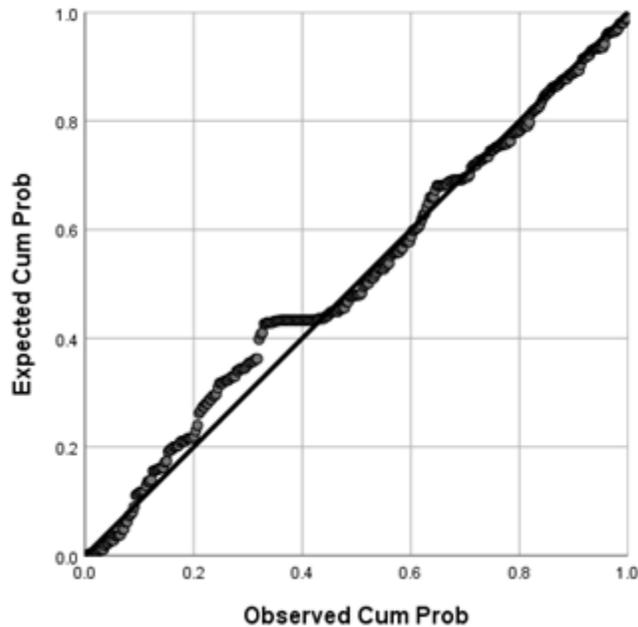
Figure 4.2 presents the Normal P-P plot which indicates close dispersion of the cumulative probability scores alongside the projected standard aggregate probability curve. This additionally demonstrates an equitable normal distribution of the data.

4.8.3 Multicollinearity

The level of correlation among independent variables should be low so as to prevent increasing the standard error values and causing the independent variables to lose significance. Table 4.20 displays the correlations between the variables.

Table 4.20

Correlations

		EKA	EKC	EKS	EKSD	EKU
EKA	Pearson Correlation	1	0.642^{**}	0.535^{**}	0.515^{**}	0.526^{**}

	Sig. (2-tailed)			0.000	0.000	0.000	0.000
EKC	Pearson Correlation	0.642**	1	0.652**	0.751**	0.752**
	Sig. (2-tailed)	0.000		0.000	0.000	0.000
EKS	Pearson Correlation	0.535**	0.652**	1	0.520**	0.528**
	Sig. (2-tailed)	0.000	0.000		0.000	0.000
EKSD	Pearson Correlation	0.515**	0.751**	0.520**	1	0.513**
	Sig. (2-tailed)	0.000	0.000	0.000		0.000
EKU	Pearson Correlation	0.526**	0.752**	0.528**	0.513**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	
	N	317	317	317	317	317

**. Correlation is significant at the 0.01 level (2-tailed).

The results established that there was absence of collinearity among the variables since the Pearson correlation for all the independent variables were less than 0.8. This finding indicates that there was low multicollinearity and therefore the variables can be used for further analysis of the study data.

4.8.4 Collinearity Statistics

Table 4.21

Collinearity Statistics

Model		Tolerance	VIF
1	(Constant)		
	EKA	0.559	1.788
	EKC	0.213	4.694

EKS	0.548	1.825
EKSD	0.425	2.350
EKU	0.423	2.364

According to the variance inflation factor obtained as in Table 4.21, the values for each variable are below five. According to Ombaka (2014), VIF values of less than five show that the variables are not collinear.

4.8.5 Linearity

Linear regression model also assumes the existence of an intrinsic linear relationship between the independent variables and dependent variable. It is on the basis of this linear association that a linear model is used to analyze data. Casson and Farmer (2014) posit that linearity can be tested by plotting the scatter plot of an outcome variable against predictor variables with the data being expected to form an approximate linear pattern.

Figure 4.3

Scatter Plot of Regression Standardized Residuals against Regression Predicted Values

Scatterplot
Dependent Variable: CS
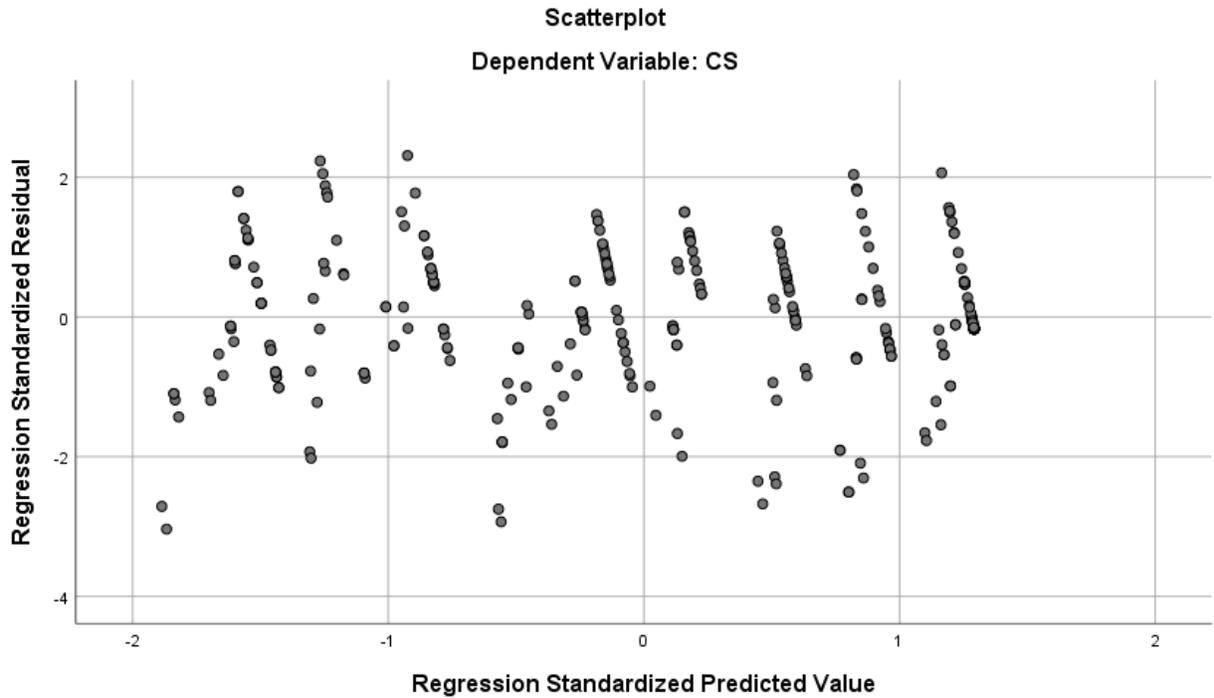
The scatter plot presented in Figure 4.3 indicates random distribution of the standardized residuals with no observable arrangement about the standardized predicted value. In addition, no outliers' residual were revealed by the scatter plot indicating that there was resemblance with the original data when it was drawn in a straight line graph. According to Kim (2013), this is indication that the original data of the dependent variable possesses linearity.

4.8.6 Homoscedasticity

Linear regression assumes homogeneity of errors such that errors are independently and identically distributed throughout the data. The contrary which is heteroscedasticity, may arises

due to overlooked non-linear predictor variables (Klein et al., 2016). The researcher investigated homoscedasticity using scatter plots of regression error terms.

Figure 4.4

Linear Fit Line of Scatter Plot of Regression Standardized Residuals against Regression Predicted Values
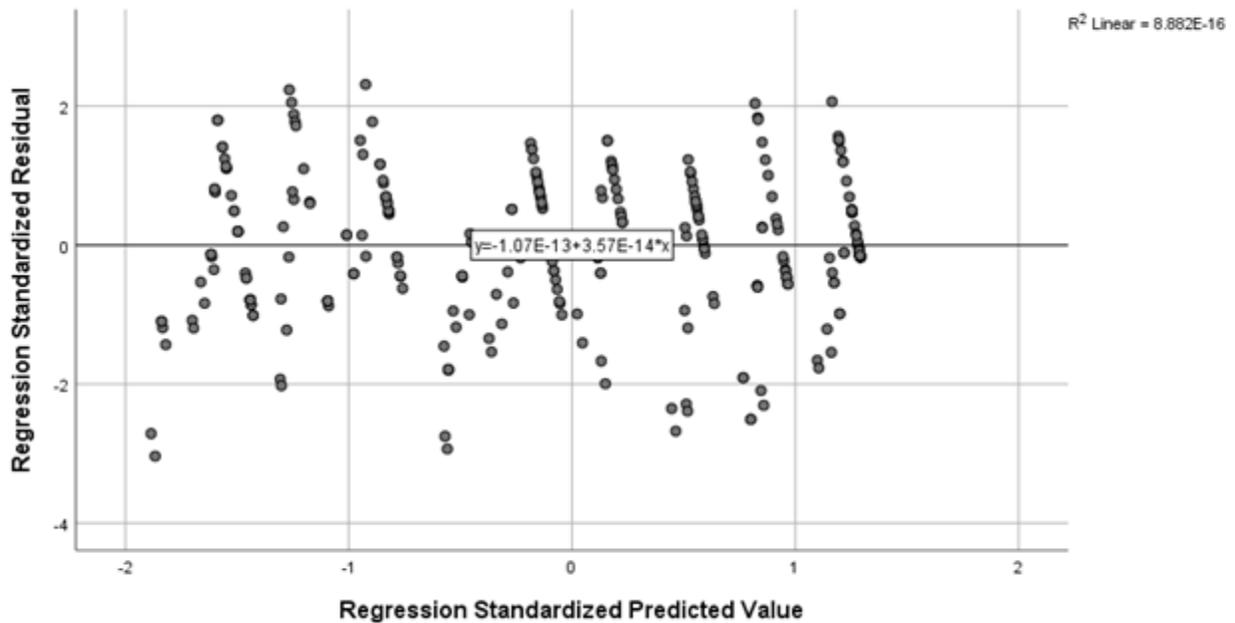
The dispersion of standardized values from the fit line as displayed in Figure 4.4 illustrates that the presence homoscedasticity was visible from the almost constant variance of the regression standardized residuals which were unsystematically spread around the regression standardized predicted values.

4.9 Influence of Knowledge Management on Customers' Satisfaction in Four-Star and Five-Star Hotel Establishments in Nairobi County

The study's disposition was the assessment of the manner in which knowledge management influences customers' satisfaction in four-star and five-star hotel establishments in Nairobi County. Five hypotheses were generated based on the objectives and tested the hypothesis using t-test. Multiple linear regression was performed with the aid of SPSS (version 26) for each variable to determine its partial effect on the model. The output of the regression included the t-test, which acted as the basis for undertaking testing of the hypotheses of the research.

4.9.1 Influence of Knowledge Acquisition on Customers' Satisfaction in Four-Star and Five-Star Hotel Establishments in Nairobi County

Simple linear regression analysis was run in order to find out the influence of knowledge acquisition on customers' satisfaction in four-star and five-star hotel establishments in Nairobi County. The results were Table 4.22 which displayed the model summary, Table 4.23 which displayed the analysis of variance and Table 4.24 displaying the model test results.

Table 4.22

Model Summary of Influence of Knowledge Acquisition on Customers' Satisfaction in Four-Star and Five-Star Hotel Establishments in Nairobi County

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.688	0.473	0.472	0.35074

a. Predictors: (Constant), Knowledge Acquisition

b. Dependent Variable: Customer Satisfaction

The Pearson's correlation coefficient in Table 4.22 is 0.688. This shows a positive correlation between knowledge acquisition and customers' satisfaction in four-star and five-star hotel establishments in Nairobi County. The coefficient of determination (R Square) shows that variations in knowledge acquisition practices account for 47.3 percent of the variations in customers' satisfaction in four-star and five-star hotel establishments.

Table 4.23

Analysis of Variance for Influence of Knowledge Acquisition on Customers' Satisfaction in Four-Star and Five-Star Hotel Establishments in Nairobi County

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	34.843	1	34.843	283.223	0.000
	Residual	38.752	315	0.123		
	Total	73.595	316			

a. Dependent Variable: Customer Satisfaction

b. Predictors: (Constant), Knowledge Acquisition

Results from analysis of variance indicated how significant of the linear association between the independent and dependent variable was. The analysis tested the null hypothesis that customers' satisfaction in four-star and five-star hotel establishments is non-linear to knowledge acquisition. The findings indicate that the p-value corresponding to the observed F-statistics is 0.000, which is less than 5 percent (F $(1, 315)$ = 283.223, p = $0.000 < 0.05$). The study hence discards the null hypothesis hence concluding that there is a significantly positive linear association between knowledge acquisition and customers' satisfaction in four-star and five-star hotel establishments.

Table 4.24

Regression Coefficients for Influence of Knowledge Acquisition on Customers' Satisfaction in Four-Star and Five-Star Hotel Establishments in Nairobi County

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.248	0.246		1.006	0.315
	Knowledge Acquisition	0.915	0.054	0.688	16.829	0.000

a. Dependent Variable: Customer Satisfaction

The regression equation of the linear regression analysis is as shown in equation (i):

$$Y = 0.248 + 0.915 X_1 + e \quad \text{……………………………}(i)$$

t-statistic	1.006	16.829
p-value	0.315	0.000

Where:

Y – Customer Satisfaction

X_1 – Knowledge Acquisition

e – Regression error term

According to the P-value displayed in Table 4.24, a significant association was found to exist between knowledge acquisition and apparent customers' satisfaction as indicated by a value of 0.000 which was below 5%. As per the regression equation presented here above, when all the other variables are held constant at zero, the level of customer's satisfaction was 0.248. Consequently, when knowledge acquisition is increased by one unit, this causes a 0.915 increase

in the scores on observed customer satisfaction. The finding supports the results in Table 4.23 of the ANOVA.

These findings confirm the results of the study by Gatuyu and Kinyua (2020) who investigated and found the existence of a strongly positive correlation between knowledge acquisition and the performance of firms with a Pearson Correlation of 0.781 and R^2 being 0.768. According to the study, knowledge acquisition significantly influenced performance of the SMEs (F=9.15787, sig.= 0.000<0.05).

4.9.2 Influence of Hotel Knowledge Creation on Customers' Satisfaction in Four-Star and Five-Star Hotel Establishments in Nairobi County

A regression analysis was undertaken by the researcher with the aim of determining how knowledge creation influences customers' satisfaction in four-star and five-star hotel establishments in Nairobi County. The findings presented are Table 4.25 displaying the model summary, Table 4.26 displaying the analysis of variance and model test results displayed by Table 4.27.

Table 4.25

Model Summary of Influence of Knowledge Creation on Customers' Satisfaction in Four-Star and Five-Star Hotel Establishments in Nairobi County

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.996	0.993	0.993	0.04161

a. Predictors: (Constant), Knowledge Creation

b. Dependent Variable: Customer Satisfaction

Table 4.25 presents the findings which show that knowledge acquisition has a strongly positive correlation with customers' satisfaction in four-star and five-star hotel establishments in Nairobi County as evidenced by a Pearson Correlation of 0.996. According to the coefficient of determination (R Square), variations in knowledge acquisition practices account for 99.3 percent of the variations in customers' satisfaction in four-star and five-star hotel establishments. The results are in agreement with the outcomes by Chebii et al. (2018) who investigated the manner in which knowledge creation influences performance in government owned business enterprises in Kenya and found that knowledge creation had significant association with performance in organizational.

Table 4.26

Analysis of Variance for Influence of Knowledge Creation on Customers' Satisfaction in Four-Star and Five-Star Hotel Establishments in Nairobi County

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	73.049	1	73.049	42197.239	0.000
	Residual	0.545	315	0.002		
	Total	73.595	316			

a. Dependent Variable: Knowledge Creation

b. Predictors: (Constant), Customer Satisfaction

ANOVA tested the null hypothesis that there is no linear association between knowledge creation and customers' satisfaction at a significance level of five percent. The findings A look at the ANOVA test displayed in Table 4.26 reveals that the p-value corresponding to the observed F-statistics is 0.000, which is less than 5 percent ($F_{(1, 315)} = 42197.339$, $p = 0.000 < 0.05$) hence rejecting the null hypothesis and concluding that knowledge creation possesses a significantly

positive linear association with customers' satisfaction in four-star and five-star hotel establishments.

Table 4.27

Regression Coefficients for Influence of Knowledge Creation on Customers' Satisfaction in Four-Star and Five-Star Hotel Establishments in Nairobi County

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	-0.065	0.022		-2.979	0.003
	Knowledge Creation	1.009	0.005	0.996	205.420	0.000

a. Dependent Variable: Customer Satisfaction

Equation (ii) below shows the regression equation of the linear regression analysis:

$$Y = -0.065 + 1.009 X_2 + e \quad \dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots(ii)$$

t-statistic   -2.979   205.420

p-value   0.003   0.000

Where:

Y – Customer Satisfaction

X_2 – Knowledge Creation

e – error term

A p-value of 0.000 which is less than 5 percent as displayed in Table 4.27 shows the relationship between knowledge creation and perceived customer satisfaction was significant. The regression equation (ii) ascertained that when all factors were hold constant at zero, customers' satisfaction

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in four-star and five-star hotel establishments in Nairobi County was -0.065. A rise in knowledge creation by a unit would cause a 1.009 increase in the values of observed customer satisfaction.

The findings confirm the outcomes realized by Chebii et al. (2018) in an investigation how knowledge creation influences performance of government owned businesses enterprises in Kenya. The research found that knowledge creation had a significant relationship with organizational performance among government owned business enterprises in Kenya.

4.9.3   Influence of Hotel Knowledge Sharing on Customers' Satisfaction in Four-Star and Five-Star Hotel Establishments in Nairobi County

The researcher carried out a regression analysis in order to examine the influence of knowledge sharing on customer satisfaction. The model summary is displayed in Table 4.28, Table 4.29 shows the analysis of variance and Table 4.30 displays the model test results.

Table 4.28

Model Summary of Influence of Knowledge Sharing on Customers' Satisfaction in Four-Star and Five-Star Hotel Establishments in Nairobi County

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.667	0.445	0.443	0.36025

a. Predictors: (Constant), Knowledge Sharing

b. Dependent Variable: Customer Satisfaction

According to the findings presented in Table 4.28, a positive correlation was established between knowledge sharing and customers' satisfaction in four-star and five-star hotel establishments in Nairobi County as indicated by a Pearson Correlation of 0.667. With regard to the coefficient of determination (R Square), the obtained value indicates that changes in knowledge sharing

practices account for 44.5 percent of the variations in customer satisfaction in four- and five-star hotels.

Table 4.29

Analysis of Variance for Influence of Knowledge Sharing on Customers' Satisfaction in Four-Star and Five-Star Hotel Establishments in Nairobi County

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	32.713	1	32.713	252.057	0.000
	Residual	40.882	315	0.130		
	Total	73.595	316			

a. Dependent Variable: Customer Satisfaction

b. Predictors: (Constant), Knowledge Sharing

Results of ANOVA test presented in Table 4.29 were an examination of the null hypothesis that knowledge sharing is non-linearly associated with customer satisfaction at the significance level of five percent. As per the findings, the p-value corresponding to the observed F-statistics is 0.000, which is less than 5 percent ($F_{(1, 315)} = 252.057$, p= 0.000 <0.05) hence the null hypothesis was rejected and concluding that knowledge sharing possesses a positively inclined linear association with customers' satisfaction in four-star and five-star hotel establishments and that the relationship is significant.

Table 4.30

Regression Coefficients for Influence of Knowledge Sharing on Customers' Satisfaction in Four-Star and Five-Star Hotel Establishments in Nairobi County

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.911	0.220		4.151	0.000
	Knowledge Sharing	0.773	0.049	0.667	15.876	0.000

a. Dependent Variable: Customer Satisfaction

Equation (iii) shows the regression equation of the linear regression analysis:

$$Y \quad = \quad 0.911 \quad + \quad 0.773 \; X_3 \quad + \quad e \quad \ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\text{(iii)}$$

t-statistic   1.151   15.876

p-value   0.000   0.000

Where:

Y – Customer Satisfaction

X_3 – Knowledge Sharing

e – error term

Coefficients shown in Table 4.30 provided relevant information for prediction of the outcome variable (customers' satisfaction) from values of the independent variable (knowledge sharing). The obtained P-value was 0.000 which was below five percent indicating that knowledge sharing practices were significant in predicting customer satisfaction. As per the regression equation (iii), by considering all factors constant at zero, customers' satisfaction in four-star and five-star hotel

establishments in Nairobi County was 0.911. A unit increase in knowledge creation would cause a 0.773 rise in the values of observed customers' satisfaction.

The outcomes are in agreement with the findings of Odunga et al. (2020) who studied the influence of knowledge sharing by tourism sector stakeholders on the destination competitiveness and established that knowledge sharing had a significant positive effect on tourism destination competitiveness. The results of the research further revealed that knowledge sharing was significant in predicting destination competitiveness ($\beta = 0.411$; t=4.898; p<0.05).

4.9.4 Influence of Hotel Knowledge Storage and Documentation on Customers' Satisfaction in Four-Star and Five-Star Hotel Establishments in Nairobi County

The researcher undertook to find out the influence of knowledge storage and documentation on customer satisfaction by use of a regression analysis.

Table 4.31

Model Summary of Influence of Knowledge Storage and Documentation on Customers' Satisfaction in Four-Star and Five-Star Hotel Establishments in Nairobi County

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.751	0.564	0.563	0.31901

a. Predictors: (Constant), Knowledge Storage & Documentation

b. Dependent Variable: Customer Satisfaction

Pearson's correlation of 0.751 as shown in Table 4.31 indicated that knowledge storage and documentation and customers' satisfaction were positively correlated. The coefficient of determination, (R, 0.564), shows that variations in knowledge storage and documentation

practices account for 56.4 percent of the variations in customers' satisfaction in four-star and five-star hotel establishments in Nairobi County.

Table 4.32

Analysis of Variance for Influence of Knowledge Storage and Documentation on Customers' Satisfaction in Four-Star and Five-Star Hotel Establishments in Nairobi County

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	41.537	1	41.537	408.142	0.000
	Residual	32.058	315	0.102		
	Total	73.595	316			

a. Dependent Variable: Customer Satisfaction

b. Predictors: (Constant), Storage and Documentation

The results displayed in Table 4.32 are for the analysis of variance testing the null hypothesis that customer satisfaction is non-linear to knowledge storage and documentation. The findings indicate that the p-value corresponding to the observed F-statistics is 0.000, which is less than 5 percent ($F (1, 315) = 408.142$, p= $0.000 < 0.05$). Consequently, the null hypothesis of the study is rejected with the conclusion that knowledge storage and documentation has a linear association with customers' satisfaction in four-star and five-star hotel establishments and the relationship is positive and significant.

Table 4.33

Regression Coefficients for Influence of Knowledge Storage and Documentation Customers'
Satisfaction in Four-Star and Five-Star Hotel Establishments in Nairobi County

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.024	0.167		6.127	0.000
	Knowledge Storage and Documentation	0.761	0.038	0.751	20.203	0.000

a. Dependent Variable: Customer Satisfaction

Equation (iv) shows the regression equation of the linear regression analysis:

$$Y = 1.024 + 0.761 X_4 + e \dots\dots\dots\dots\dots(iv)$$

t-statistic	6.127	20.203
p-value	0.000	0.000

Where:

Y – Customer Satisfaction

X_4 – Knowledge Storage and Documentation

e – error term

The observed customers' satisfaction value in when all other variables were considered to be held at zero was observed to be 1.024. An increase by a unit in knowledge storage and documentation would cause a rise 0.761 in outcomes of observed customers' satisfaction. It is established by the P-value in Table 4.33 that the influence of knowledge storage and

documentation on customers' satisfaction was significant with the observed value of 0.000 which was below five percent. The results agree with the findings of the research by Gakuo and Rotich (2017) who studied how strategic knowledge management effects commercial banks performance in Kenya and found a strong relationship between knowledge protection and commercial banks performance in Kenya with a $r = 0.905$ and $p < 0.05$.

4.9.5 Influence of Hotel Knowledge Utilization on Customers' Satisfaction in Four-Star and Five-Star Hotel Establishments in Nairobi County

To investigate how knowledge utilization influences customers' satisfaction in four-star and five-star hotel establishments in Nairobi County, the researcher employed a simple linear regression in analyzing data. Results include model summary shown in (Table 4.34), analysis of variance shown in (Table 4.35) and model test results in Table 4.36.

Table 4.34

Model Summary of Influence of Knowledge Utilization on Customer Satisfaction in Four and Five-Star Hotels in Nairobi County

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.761	0.579	0.578	0.31367

a. Predictors: (Constant), Knowledge Utilization

b. Dependent Variable: Customer Satisfaction

The Pearson's correlation in Table 4.34 of 0.761 indicated a positive correlation between knowledge utilization and customers' satisfaction. The coefficient of determination (R Square) indicates that variations in knowledge utilization practices account for 57.9 percent of the

variations in customer satisfaction in four-star and five-star hotel establishments in Nairobi County.

Table 4.35

Analysis of Variance for Influence of Knowledge Utilization on Customers' Satisfaction in Four-Star and Five-Star Hotel Establishments in Nairobi County

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42.601	1	42.601	432.978	0.000
	Residual	30.993	315	0.098		
	Total	73.595	316			

a. Dependent Variable: Customer Satisfaction

b. Predictors: (Constant), Knowledge Utilization

Table 4.35 presents the statistics of the null hypothesis test that customer satisfaction is non-linear to knowledge utilization. The finding of p-value corresponding to the observed F-statistics is 0.000, which is less than 5 percent (F (1, 315) = 432.978, p=0.000 <0.05) and thus rejecting the null hypothesis. It was the deduction of these results therefore that the association between knowledge utilization and customers' satisfaction in four-star and five-star hotel establishments was significantly positive and linear.

Table 4.36

Regression Coefficients for Influence of Knowledge Utilization on Customers' Satisfaction in Four-Star and Five-Star Hotel Establishments in Nairobi County

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.096	0.159		6.900	0.000
Knowledge Utilization	0.752	0.036	0.761	20.808	0.000

a. Dependent Variable: Customer Satisfaction

Equation (v) shows the regression equation of the linear regression analysis:

$$Y \quad = \quad 1.096 \quad + \quad 0.752 \, X_5 \quad + \quad e \quad \ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots(v)$$

t-statistic   6.900   20.808

p-value   0.000   0.000

Where:

Y – Customer Satisfaction

X_5 – Knowledge Utilization

e – error term

Findings obtained on running the regression analysis indicated that the observed customers' satisfaction level in four-star and five-star hotel establishments in Nairobi County was 1.096 when all the variables were held constant at zero. An increase by a unit in knowledge utilization would create aa rise of 0.752 in the values of observed customers' satisfaction. Knowledge

utilization was found to influence customers' satisfaction significantly as pointed out by a P-value of 0.000 which was seen to be below five percent.

The outcomes approve the results of the study by Kinyua et al. (2015) which investigated the manner in which knowledge transfer and knowledge application influences commercial banks performance in Kenya. The research established that knowledge application had an influence which was statistically significant on the banks performance (B=0.904, t = 14.488, p = 0.001).

4.10 Multiple Regression Analysis for Influence of Knowledge Management on Customers' Satisfaction in Four-Star and Five-Star Hotel Establishments in Nairobi County

Finally, the research examined the influence of knowledge management by combining all the variables (knowledge acquisition, knowledge creation, knowledge sharing, knowledge storage and documentation and knowledge utilization) on customers' satisfaction in four-star and five-star hotel establishments in Nairobi County. The study applied a multiple linear regression to run the model relating the five knowledge management practices and customer satisfaction. Results include model summary displayed in Table 4.37, analysis of variance presented in Table 4.38 and model test findings shown in Table 4.39.

Table 4.37

Model Summary of Influence of Hotel Knowledge Management on Customers' Satisfaction in Four-Star and Five-Star Hotel Establishments in Nairobi County

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.998	0.997	0.997	0.02729

a. Predictors: (Constant), Knowledge Utilization, Knowledge Storage & Documentation, Knowledge Acquisition, Knowledge Sharing, Knowledge Creation

b. Dependent Variable: Customer Satisfaction

Pearson's correlation coefficient in Table 4.37 is 0.998. This shows that knowledge management possessed a strongly positive correlation with customers' satisfaction in four-star and five-star hotel establishments. The coefficient of determination (R Square) shows that knowledge management practices account for 99.7 percent of the variations in customers' satisfaction in four-star and five-star hotel establishments. Variables not included in this model account for the remaining 0.3 percent of the variations only.

Table 4.38

Analysis of Variance for Influence of Knowledge Management on Customers' Satisfaction in Four-Star and Five-Star Hotel Establishments in Nairobi County

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	73.363	5	14.673	19695.700	0.000
	Residual	0.232	311	0.001		
	Total	73.595	316			

a. Dependent Variable: Customer Satisfaction

b. Predictors: (Constant), Knowledge Utilization, Knowledge Storage & Documentation, Knowledge Acquisition, Knowledge Sharing, Knowledge Creation

Results presented in Table 4.38 show the analysis of variance tested using F-statistics, which tests the null hypothesis on the existence of a non-linear association between knowledge management practices and customers' satisfaction in four-star and five-star hotel establishments in Nairobi County. According to the result, the p-value corresponding to the observed F-statistics is 0.000, which is less than 5 percent (F (5, 311) = 19695.700, p=0.000 <0.05). The findings required that the null hypothesis is rejected hence concluding that knowledge management practices have significant linear relationship to customer satisfaction in four-star and five-star hotel establishments in Nairobi County.

Table 4.39

Regression Coefficients for Influence of Knowledge Management on Customers' Satisfaction in Four-Star and Five-Star Hotel Establishments in Nairobi County

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-0.360	0.021		-16.855	0.000
	Knowledge Acquisition	0.105	0.006	0.079	18.523	0.000
	Knowledge Creation	0.934	0.007	0.923	133.856	0.000
	Knowledge Sharing	0.014	0.005	0.012	2.829	0.005
	Knowledge Storage & Documentation	0.002	0.005	0.002	0.335	0.738
	Knowledge Utilization	0.018	0.005	0.018	3.781	0.000

a. Dependent Variable: Customer Satisfaction

The regression equation of the linear regression analysis is as shown in equation (vi):

$$Y = -0.360 + 0.105X_1 + 0.934X_2 + 0.014X_3 + 0.002X_4 + 0.018X_5 + e \qquad \text{(vi)}$$

t-statistic   -16.855   18.523   133.856   2.829   0.335   3.781   0.021

p-value   0.000   0.000   0.000   0.005   0.738   0.000

Where:

Y – Customer Satisfaction

X_1 – Knowledge Acquisition

X_2 – Knowledge Creation

X_3 – Knowledge Storage and Documentation

X_4 – Knowledge Storage and Documentation

X_5 – Knowledge Utilization

e – error term

Table 4.39 shows the findings from the multiple linear regression and the findings include standardized and unstandardized coefficient, t-statistics, and p-values. P-value of less than the significant value of 5 percent (p<0.05) was the only condition for rejecting the null hypothesis of a particular variable. Table 4.40 summarizes the conclusions made based on the latter criteria.

The results of the study are in agreement with those of Boateng and Agyemang (2015) who carried out a study on how knowledge sharing (KS) and knowledge application (KA) affects service recovery performance (SRP) and established that knowledge sharing and knowledge application have influence on service recovery performance (B=0.176, t=2.775, sig. = 0.005 & B=0.428, t=6.737, sig.=0.000) respectively. The results in addition agree with the conclusions of

the research by Alaarj et al. (2017) on the effect of knowledge management capabilities on the performance of Malaysia's service public listed companies which found that knowledge acquisition, knowledge sharing and knowledge utilization had a positive and significant effect on performance.

The results further concur with Gakuo and Rotich (2017) who found that organizational performance had a strongly positive association with knowledge acquisition, knowledge conversion, knowledge protection and knowledge application (R=0.809). They found a highly significant regression relationship in forecasting the manner in which knowledge acquisition, knowledge conversion, knowledge protection and knowledge application influenced performance of Kenya's commercial banks with a probability value of 0.000 < 0.05. The findings further agree with the conclusions of Omotayo (2015) who postulated that creating, managing, sharing and utilizing knowledge well is important for establishments to exploit the value of knowledge.

4.11   Conclusion of Hypothesis Test

The study anticipated to explore the influence of knowledge management on customers' satisfaction among four-star and five-star hotel establishments in Nairobi County. The objectives of the research were achieved by testing five null hypotheses. The findings of the hypothesis test are displayed in Table 4.40.

Table 4.40

Hypotheses Conclusions

Null Hypotheses	P – Value	Decision
Ho_1: Knowledge acquisition practices have no significant influence of on customers' satisfaction in four-star and five-star hotel establishments in Nairobi County	0.000	H_0 rejected
Ho_2: Knowledge creation initiatives have no significant influence of on customers' satisfaction in four-star and five-star hotel establishments in Nairobi County	0.000	H_0 rejected
Ho_3: Knowledge sharing practices have no significant influence of on customers' satisfaction in four-star and five-star hotel establishments in Nairobi County	0.005	H_0 rejected
Ho_4: Knowledge storage and documentation activities have no significant influence of on customers' satisfaction in four-star and five-star hotel establishments in Nairobi County	0.738	H_0 Failed to be rejected
Ho_5: Knowledge utilization practices have no significant influence of on customers' satisfaction in four-star and five-star hotel establishments in Nairobi County	0.000	H_0 rejected

Only one variable, knowledge storage and documentation, had its null hypotheses fail to be rejected with the p-value being 0.738. This implies that knowledge acquisition, knowledge creation, knowledge sharing and knowledge utilization significantly and positively influences customers' satisfaction in four-star and five-star hotel establishments in Nairobi County. Knowledge storage and documentation had a p-value of 0.738, which was more than 0.05; hence, it had a positive but statistically insignificant influence on customers' satisfaction in four-star and five-star hotel establishments in Nairobi County.

Whereas knowledge storage and documentation were found not to significantly influence customers' satisfaction in four-star and five-star hotel establishments in Nairobi County, the findings as per Table 4.33 showed that holding constant knowledge acquisition, knowledge creation, knowledge sharing and knowledge utilization, knowledge storage and documentation significantly influenced customer satisfaction. These findings are corroborated by Zaim et al. (2019) who found that knowledge capture did not directly affect KM performance but significantly impacted on KM performance indirectly

These results reinforce the findings of Ramirez and Kumpikaite (2012) who in a study of the manner in which knowledge management is able to impact business innovation thus improving performance of enterprises established that knowledge management had influence on business innovation and organizational performance. Their findings established that knowledge creation, knowledge transfer and knowledge application are positively related and lead to improved firm performance. The findings of this research are largely in agreement with those of an investigation by Al-Hadawi (2018) on the effects knowledge management had on customers' satisfaction in in Kufa Cement Factory. The survey found that knowledge management possessed a significantly positive effect on customers' satisfaction. As per the results of the survey, knowledge acquisition was found to have direct impact on customer satisfaction with a coefficient of 0.357, knowledge creation had an effect of 0.833, Knowledge sharing an effect of 0.069 but not significant, knowledge application an effect of 0.311 and the effect of Knowledge storage was 0.278.

The findings corroborate with the results of a study of deposit money banks in Rivers State Nigeria by Nadube and Ngbaawii (2020) which investigated the association between knowledge management and customers' satisfaction and established that there existed an association and

that association was significant. The study further affirms the findings by Mehmood and Ul Abedin (2017) in an examination of the effect of knowledge management on the relationship between customers' satisfaction and their intention to abandon a product who established the existence of a significantly positive relationship between knowledge management and customers' satisfaction.

Samir (2020) in an examination of the effect of knowledge management on SMEs performance in Egypt did not find significant effect of knowledge sharing and knowledge application on customer satisfaction but found that there was a significant effect of knowledge acquisition on customer satisfaction. The results of this study confirmed that unlike in SMEs, knowledge sharing and knowledge application have a significant influence on customers' satisfaction in four and five star hotels.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1.   Introduction

This part exhibits the summary of the findings, solutions to the research questions, conclusions, recommendations and offers recommendations for further surveys. The main aim of the research survey was to find out how knowledge management influences customers' satisfaction in four-star and five-star hotel establishments in Nairobi County. The research had five goals: to establish the influence of knowledge acquisition on customers' satisfaction, to examine the influence of knowledge creation on customers' satisfaction, to assess the influence of knowledge sharing on customers' satisfaction, to determine the influence of knowledge storage and documentation on customers' satisfaction and to determine the influence of knowledge utilization on customers' satisfaction.

The theories that guided the research were the knowledge based view of the firm, learning organization theory, and social capital theory. The units for analysis were twenty (28) four and five star hotels in Nairobi County with a sample size of 374 employees and 415 boarding customers. The study adopted stratified random sampling to determine the sample to be investigated. Two questionnaires were used for data collection with one being administered to employees of the target hotels and another to their boarding customers. Analysis of data was done by means of the SPSS software version 26.0.

5.2.   Summary of the Findings

The research hypothesized that knowledge management practices have no significant influence on customers' satisfaction in four-star and five-star hotel establishments in Nairobi County. The

relationship between variables was subjected to statistical analysis and from the findings of the study, the some of the null hypothesis were rejected and others accepted. The data collected and analyzed was used to produce a report on empirical facts for each concept used in the study.

5.2.1 Influence of Knowledge Acquisition on Customer Satisfaction

The researcher examined the influence of knowledge acquisition on customers' satisfaction in four-star and five-star hotel establishments in Nairobi County. The findings showed that majority of the hotels practiced various knowledge acquisition activities as indicated by a majority of the respondents who were employees. Correspondingly, the respondents who were customers agreed to being satisfied with the benefits of knowledge acquisition activities. An intermediate positive correlation between knowledge acquisition and customer satisfaction was found indicating that knowledge acquisition account for 47.3 percent of the variations in customer satisfaction in four and five star hotels in Nairobi County. Additionally, the study found that knowledge acquisition has a significant positive linear relationship with customers' satisfaction in four-star and five-star hotel establishments when all the other independent variables are held constant.

In relation to the first objective of the research, multiple regression results revealed that when all the variables are considered, knowledge acquisition had a significant influence on customers' satisfaction in in four and five-star hotels. Accordingly, the study rejects the null hypothesis (H0$_1$) that knowledge acquisition practices have no significant influence of on customers' satisfaction in four-star and five-star hotel establishments in Nairobi County.

5.2.2 Influence of Knowledge Creation on Customers' Satisfaction

Most of the individuals responding to the survey agreed with propositions that implied that hotels practice knowledge creation and that these practices influence customers' satisfaction. The

assessment on the influence of knowledge creation on customers' satisfaction found a strong relationship between knowledge creation and customer satisfaction. The null hypothesis that knowledge creation is non-linear to customers' satisfaction was rejected hence concluding that knowledge creation has a significant linear relationship with customer satisfaction when other variables are held constant. Further, by considering all the other variables constant at zero, it was found that an increase in knowledge creation by a unit would result to an increase in values on observed customer satisfaction.

The second objective which regarded examining the influence knowledge creation on customers' satisfaction in four-star and five-star hotel establishments in Nairobi County was also tested using multiple regression. The findings indicated that when all the independent variables are considered, knowledge creation has a significant influence on customer's satisfaction in in four-star and five-star hotel establishments. The study therefore rejected the null hypothesis ($H0_2$) that knowledge creation has no significant influence of on customers' satisfaction in four-star and five-star hotel establishments in Nairobi County.

5.2.3   Influence of Knowledge Sharing on Customers' Satisfaction

Objective number three was regarding assessment of the influence of knowledge sharing on customers' satisfaction in four-star and five-star hotel establishments in Nairobi County. Majority of the respondents agreed with the propositions which implied that hotels have adopted knowledge sharing practices and that these practices have an influence on customers' satisfaction respectively. The research further established a positive relationship between knowledge sharing and customers' satisfaction. The null hypothesis that there was no positive linear relationship between knowledge sharing and customer satisfaction was rejected with the conclusion that knowledge sharing has a significant positive linear relationship with customers' satisfaction in

four-star and five-star hotel establishments. Holding other independent variables constant, it was found that knowledge sharing practices were significant in predicting customer satisfaction. According to the results an increase in knowledge creation by a unit would lead to a rise in values of observed customer satisfaction.

Further, the objective which regarded examining the influence knowledge sharing on customers' satisfaction in four-star and five-star hotel establishments in Nairobi County was also tested using multiple regression. The findings indicated that when all the independent variables are considered, knowledge sharing has a significant influence on customers' satisfaction in in four-star and five-star hotel establishments. The study therefore rejected the null hypothesis (H0$_2$) that knowledge sharing has no significant influence of on customers' satisfaction in four-star and five-star hotel establishments in Nairobi County.

5.2.4 Influence of Knowledge Storage and Documentation on Customers' Satisfaction

The researcher's objective number four was to determine the influence of knowledge storage and documentation customers' satisfaction in four-star and five-star hotel establishments in Nairobi County. Majority of the respondents who were employees agreed with statements indicating that hotels carry out knowledge storage and documentation activities. Similarly, majority of the customers who were respondents also agreed that knowledge storage and documentation influences customers' satisfaction in four-star and five-star hotel establishments in Nairobi County. The research found a positive correlation between knowledge storage and documentation and customer satisfaction. It was established that variations in knowledge storage and documentation practices accounted for fifty-six percent of the variations in customer satisfaction in four- and five-star hotels. Additionally, there was a significantly positive linear

relationship between knowledge storage and documentation and customers' satisfaction in four-star and five-star hotel establishments.

When the overall influence of knowledge storage and documentation on customers' satisfaction was tested using a multiple regression. The results showed that knowledge storage and documentation had no significant influence on customers' satisfaction in four-star and five-star hotel establishments. A unit change in knowledge storage and documentation would lead to an increase in customer satisfaction. This change was however not significant. The researcher therefore accepted the null hypothesis ($H0_{4)}$ that knowledge storage and documentation practices have no significant influence of on customers' satisfaction in four-star and five-star hotel establishments in Nairobi County.

5.2.5   Influence of Knowledge Utilization on Customers' Satisfaction

The final aim of the study was to investigate the influence of knowledge utilization on customers' satisfaction in four-star and five-star hotel establishments in Nairobi County. The responses by employees indicated that most of the respondents agreed with propositions suggesting that hotels practiced knowledge utilization activities. Most of the customers sampled similarly agreed with the propositions which suggested that knowledge utilization leads to improved customer satisfaction. The research results led to rejection of the null hypothesis that there is no linear relationship between knowledge utilization and customer satisfaction implying that knowledge utilization relates positively and significantly to customer satisfaction. An increase in knowledge utilization by a unit would lead to a rise in outcomes of observed customers' satisfaction.

The null hypothesis (H0$_5$) which stated that knowledge utilization practices have no significant influence of customers' satisfaction in four-star and five-star hotel establishments in Nairobi County was tested by means of a multiple regression. The outcomes showed that the influence of knowledge utilization on customers' satisfaction in four-star and five-star hotel establishments in Nairobi County was significant. The research consequently excluded the null hypothesis (H0$_5$) that knowledge utilization has no significant influence on customers' satisfaction in four-star and five-star hotel establishments in Nairobi County.

5.3. Conclusion

This research sought to examine the manner in which knowledge management influences customers' satisfaction in four-star and five-star hotel establishments in Nairobi County. The results of the study indicated that knowledge acquisition, knowledge creation, knowledge sharing, knowledge storage and documentation and knowledge utilization have an influence on customers' satisfaction in four-star and five-star hotel establishments. According to the results, knowledge acquisition, knowledge creation, knowledge sharing and knowledge utilization significantly influences customers' satisfaction. Knowledge storage and documentation however did not have an influence that was significant to customer satisfaction.

This means that implementation of knowledge management practices by hotels has an overall positive influence on customer satisfaction. Satisfied customers mean that hotels can enjoy customer loyalty leading to repeat business. This reduces the cost of doing business since it is cheaper for the hotels to retain existing customers than attract new ones.

5.4.   Recommendations

It is important to outline the need to employ knowledge acquisition, knowledge creation, knowledge sharing, knowledge storage and documentation and knowledge utilization to promote customer satisfaction in the hotel sector. Knowledge creation was the key critical factor of knowledge management that influences customer satisfaction to a very significant extent, followed by knowledge acquisition. It is recommended that hotels should invest in knowledge management practices in order to ensure superior customer service experience.

5.4.1   Recommendations on Research Findings

In the first objective, four and five star hotels should conduct benchmarking activities in hotels with best practices, train their employees regularly and incorporate employees' opinions in their operations to help enhance customer experience in the hotel.

In the second objective, four and five star hotels should encourage experimentation and innovation to develop new products, adopt a reward system to promote creativity and make use of networks to come up with new products and services. This will ensure that customer expectations are met, they get value for their money and enjoy a pleasantly unique experience.

In the third objective, four and five star hotels should ensure they hold regular meetings, provide opportunities for employees to exchange ideas and rotate employees in different roles. This will ensure that customers preferences are met, they can get assistance from any service point and that they standard services at the hotel.

In the fourth objective, four and five star hotels should ensure that minutes taken during meetings, work manuals and procedures are available, information on good practices is updated, digital records are held, documents are filed and that it is easy to retrieve of stored information.

This is to help in enhancing customer satisfaction through customer oriented service delivery that embraces technology.

In the fifth objective, four and five star hotels should consider introducing new and improved products regularly, improving processes and appointing knowledge champions in order to ensure that their customers receive the best quality of service, enjoy new experiences and are positive to recommending the hotel to their networks.

5.4.2   Recommendations for Further Study

This research was restricted to four-star and five-star hotels in Nairobi County. Additional studies that encompasses knowledge management practices through the broader hotel and tourism segment in Kenya is recommended as it could provide additional insights in the area.

The study also did not identify and investigate the effect of moderating variables on customer satisfaction. The researcher therefore recommends that prospective research could look at the influence of moderators on knowledge management and customer satisfaction.

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Appendices

Appendix I: Questionnaires

1. Knowledge Management Practices Questionnaire

Section 1: Demographic Information	
No.	**Question and Response. Please tick appropriately**
1.	Gender (1) = Male [ ] (2) = Female [ ] (3) = Neutral [ ]
2.	Age (Years) (1) = Less than 20 [ ] (2) = 21 - 30 [ ] (3) = 31 – 40 [ ] (4) = 41 – 50 [ ] (5) = 51 - 60 [ ] (6) = Above 60 [ ]
3.	Highest academic level attained: (1) = Less than Secondary school [ ] (2) = Secondary school [ ] (3) = College Certificate [ ] (4) = College Diploma [ ]

(5) = Undergraduate Degree [ ]	
(6) = Postgraduate Degree [ ]	

4.	Number of Years worked in hotels
	(1) = Less than 2 Years [ ]
	(2) = 3 - 5 Years [ ]
	(3) = 6 – 10 Years [ ]
	(4) = 10 – 20 Years [ ]
	(5) = More than 20 Years [ ]

Section 2: Knowledge Management

This section is concerned with investigating knowledge management practices. Please insert a tick (✓) in the appropriate column. The options range from strongly disagree, disagree, neither disagree nor agree, agree, and strongly agree

No.	Area **Knowledge Acquisition**	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	The organization undertakes benchmarking with best industry practices					
2.	The hotel sends staff to partner hotels for mentorship and gain new					

No.		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	knowledge					
3.	Regular trainings related to work activities are organized					
4.	Employees are recruited to bring in new knowledge					
5.	Employees consult colleagues or supervisors when undertaking duties					
6.	Employees are encouraged to suggest ideas/ solutions during meetings					
No.	**Knowledge Creation**	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
1.	The hotel organizes brainstorming sessions to come up with new ways of satisfying customer needs					
2.	The hotel has invested in invested in experiments to come up with new ways of solving challenges facing our customers					
3.	The organization rewards					

No.		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	employees to encourage creativity					
4.	Our organization has established formal networks between employees and external experts					
5.	Members of staff are encouraged to generate new knowledge on how to meet customers' needs					
6.	The hotel financially supports staff in furthering their professional courses					
No.	**Knowledge Sharing**	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
1.	Staff meetings are normally held					
2.	New employees are normally taken through an orientation program					
3.	Employees regularly share experiences with each other					
4.	Employees hold brainstorming sessions to come up with suggestions for solving problems					
5.	Employees share their experiences					

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	and knowledge about work with other organizations in meetings					
6.	Members of staff are usually rotated in various functions					
No.	**Knowledge storage and documentation**	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
1.	Minutes are taken to capture ideas during meetings					
2.	Work manuals and procedures are prepared for workers					
3.	Information on good practices is regularly updated					
4.	Digital records are held for documented knowledge for ease of access and future reference					
5.	All important documents are filed well					
6.	All workers can easily retrieve and use the information stored by the hotel					

No.	Knowledge Utilization	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	The hotel frequently introduces new products					
2.	Products are improved and launched					
3.	New processes are introduced in the hotel from time to time					
4.	Use of documented knowledge aids faster and superior decision making					
5.	There are teams in place to handle certain challenges when they arise					
6.	Workers use their knowledge for the benefit of customers					

2. Customer Satisfaction Questionnaire

Section One: Demographic Information	
No.	Question and Response. Please tick appropriately
5.	Gender (1) = Male [ ] (2) = Female [ ] (3) = Neutral [ ]
6.	Age (Years)

	(1) = Less than 20 [ ] (2) = 21 - 30 [ ] (3) = 31 – 40 [ ] (4) = 41 – 50 [ ] (5) = 51 - 60 [ ] (6) = Above 60 [ ]
7.	Highest academic level attained: (1) = Less than Secondary school [ ] (2) = Secondary school [ ] (3) = College Certificate [ ] (4) = College Diploma [ ] (5) = Undergraduate Degree [ ] (6) = Postgraduate Degree [ ]
8.	How frequently do you visit this hotel? Once a year [ ] Once every six months [ ] Once every four months [ ] Once every month [ ]

	Other	[ ] Specify: _____

	Section Two: Customer Satisfaction					
No.	**Area** **Knowledge Acquisition**	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
1.	Booking a room in the hotel was easy					
2.	My experience in the hotel was better than in other hotels					
3.	Employees were knowledgeable in their work					
4.	Employees were aware of the new ways of doing things					
5.	Employees consulted their colleagues or supervisors when they needed guidance					
6.	Employees asked for me how I liked things done					

No.	Knowledge Creation	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	My expectations on the quality of service were met					
2.	Hotel employees were creative in solving problems					
3.	I think the hotel provides value for money					
4.	The experience at the hotel was pleasantly unique					
5.	Hotel employees were very professional					
6.	My experience at the hotel was very satisfying					
No.	Knowledge Sharing	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	Hotel employees consulted before addressing issues					

No.		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
2.	Employees were knowledgeable about the hotel					
3.	I was able to get assistance from any of the hotel employees					
4.	There was a uniform way of addressing customer needs by all the employees					
5.	The standard of the hotel service compares favorably to other similar hotels					
6.	There were posters providing directions placed strategically in the hotel					
No.	**Knowledge storage and documentation**	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
1.	I was requested to provide information on my experience at the hotel					
2.	The quality of service was					

No.		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	uniform at all service points					
3.	Hotel employees were aware of new innovations in hotel sector					
4.	The hotel communicated with me through digital media					
5.	The hotel had a record of my stay which appeared to be comprehensive					
6.	Employees at all service points could access my records from their database					
No.	**Knowledge Utilization**	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
1.	I enjoyed new products at the hotel					
2.	The services were better compared to previous visits and to other hotels					

3.	Processes were clear and easy to follow					
4.	My inquiries and request were addressed timely					
5.	All hotel employees were very helpful					
6.	I would definitely recommend the hotel to my connections					

Appendix II: List of Hotels

NO	ESTABLISHMENT	CAPACITY		RATING
CLASSIFIED ESTABLISHMENTS REGISTER - NAIROBI				
		ROOMS	**BEDS**	
1.	Radisson Blu Hotel Nairobi	271	354	*****
2.	The Sarova Stanley	217	440	*****
3.	Villa Rosa Kempinski	200	216	*****
4.	Sankara Nairobi	156	167	*****
5.	The Boma Nairobi	148	178	*****
6.	Crowne Plaza Nairobi Airport	144	209	*****
7.	Tribe Hotel	137	154	*****
8.	Dusit D2	101	122	*****
9.	Hemingway's Nairobi	45	50	*****
10.	Hilton Nairobi Limited	287	334	****
11.	Crowne Plaza	206	254	****
12.	Hilton Garden Inn Nairobi Airport	175	226	****
13.	City Lodge Hotel At Two Rivers	171	200	****
14.	Southern Sun Mayfair Nairobi	171	212	****
15.	Eka Hotel	167	220	****
16.	Sarova Panafric Hotel	162	324	****
17.	Silver Springs Hotel	160	180	****
18.	Nairobi Safari Club	146	186	****
19.	The Panari Hotel, Nairobi	136	272	****
20.	Ole Sereni Hotel	134	206	****
21.	Windsor Golf Hotel and Country Club	130	205	****
22.	Fairview Hotel	127	133	****
23.	Weston Hotel	120	154	****
24.	Golden Tulip Westlands	94	188	****
25.	Nairobi Serena Hotel	92	184	****
26.	Pride Inn Lantana Apartments and Suites	55	110	****
27.	Executive Residency by Best Western.	48	106	****
28.	House of Waine	11	20	****

Appendix III: Introduction Letter

KENYA METHODIST UNIVERSITY

P. O. Box 267 Meru - 60200, Kenya   Fax: 254-64-30162
Tel: 254-064-30301/31229/30367/31171   Email: deanrd@kemu.ac.ke

DIRECTORATE OF POSTGRADUATE STUDIES

July 14, 2021

Commission Secretary,
National Commission for Science, Technology and Innovations,
P.O. Box 30623-00100,
NAIROBI.

Dear sir/ Madam,

**EMMA NAMWEYA WEKESA (MHT-3-0601-1/2017)**

This is to confirm that the above named is a bona fide student of Kenya Methodist University, Department of Hospitality and Tourism Management , undertaking a Degree of Master of Science in Hospitality and Tourism management. She is conducting research on, 'Influence of Knowledge Management on Customer Satisfaction in Four and Five Star Hotels in Nairobi County'.

We confirm that her research proposal has been defended and approved by the University.

In this regard, we are requesting your office to issue a permit to enable her collect data for her research.

Any assistance accorded to her will be appreciated.

Thank you.
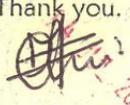
Dr. John Muchiri, Ph.D.
Director Postgraduate Studies
Cc: Dean SBUE
        COD, Hospitality and Tourism Management
        Postgraduate Co-ordinator
        Supervisors

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Appendix IV: Research Permit

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **595297**

Date of Issue: **29/July/2021**

RESEARCH LICENSE

This is to Certify that Ms.. **Emmah Namwenya Wekesa** of **Kenya Methodist University**, has been licensed to conduct research in Nairobi on the topic: **INFLUENCE OF KNOWLEDGE MANAGEMENT ON CUSTOMER SATISFACTION IN FOUR AND FIVE STAR HOTELS IN NAIROBI COUNTY, KENYA** for the period ending : **29/July/2022.**

License No: **NACOSTI/P/21/11998**

595297

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR
SCIENCE,TECHNOLOGY &
INNOVATION

Verification QR Code

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