

# Examining employee performance through knowledge management practices, organisational commitment and capacity building in the Malaysian hotel industry

Examining  
employee  
performance

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## Abstract

**Purpose** – The purpose of this study is to examine the role of knowledge management practices, organisational commitment and capacity building on employee performance in the hotel industry. This study also investigated the mediating role of organisational commitment and capacity building between knowledge management practices and employee performance.

**Design/methodology/approach** – A quantitative approach and questionnaire survey were used to collect data from hotel employees from Malaysia. Self-administered questionnaires were distributed to collect data from 291 participants, and partial least squares structural equation modelling was used to analyse the hypotheses.

**Findings** – The results of this study confirm that knowledge management practices positively and significantly affect knowledge-employee performance. Employees achieve this performance through the mediating influence of organisational commitment and capacity building culture.

**JEL classification** – D83, O32, L25

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**Practical implications** – This study offers several implications for Malaysian practitioners and policymakers regarding learning and knowledge management practices in the hospitality industry. The results suggest that organisations can manage knowledge assets and key processes of the organisational environment to create and use knowledge to improve sustainable employee performance through knowledge management practices.

**Originality/value** – This study sheds light on the knowledge management literature by examining the effect of knowledge management practices on organisational commitment, particularly in the hospitality industry in Malaysia.

**Keywords** Knowledge management practices, Employee performance, Organisational commitment, Capacity building

**Paper type** Research paper

## 1. Introduction

Organisations need to build their inner capacities to continuously undergo new skill cycles to sustain their competitiveness and survive in the 21st century (Patwary *et al.*, 2022b; Simonova *et al.*, 2017). Constant learning and employee performance improvement are central to any business (Atatsi *et al.*, 2019; Hendri, 2019). The hospitality industry consists of a more significant automation perspective than other sectors, as technology can handle 73% of tasks (MGI, 2017). Alexis (2017) recognises that the hospitality industry is considerably inclined to adopt technology, and the use of technology has begun to increase throughout the industry.

However, employees' skills and knowledge are valuable assets in service organisations, particularly in the hospitality industry, and regularly upgrading human capital has become a primary concern (Shamim *et al.*, 2019). Accomplishments in the hospitality industry depend on education, the quality of human capital and skills that can drive the productivity of employees and increase an organisation's profits (Chatterjee *et al.*, 2020; Köseoglu *et al.*, 2020). Triatmanto *et al.* (2019) argue that hospitality businesses develop a specific context in which capacity building and organisational commitment occur. The skill deficiency and high turnover of employees impact organisations' performance (Abdelhamied and Elbaz, 2018; Hemaloshinee and Nomahaza, 2017).

Practitioners in the hospitality industry accept work pressure and adjust to different work environments easily (Patwary and Omar, 2020; O'Neill and Follmer, 2020). However, professionals in the hospitality industry are assumed to lack knowledge while developing their skills (Bratton and Watson, 2018; Majid *et al.*, 2019). Knowledge management procedures are lacking in the Malaysian hotel industry, and employees are aware of companies' outcomes (Patwary *et al.*, 2022a).

Previous studies measuring employee performance in the Malaysian hotel industry have merely highlighted customer relationship management (Rashid and Tahir, 2013), human psychological factors (Rusmingsih *et al.*, 2021), job satisfaction and work-life quality (Ismail *et al.*, 2019) and turnover culture (Abo-Murad and Abdullah, 2019). Organisations practice knowledge management to improve performance by creating, sharing and applying knowledge in a competitive environment, which can enhance employee performance in a broad context (Alom *et al.*, 2019). Furthermore, the knowledge-based approach of an organisation's knowledge workers is distinguished by highly educated workers and knowledge work, which results in the generation and application of knowledge (Razzaq *et al.*, 2019). There is a dearth of research in the Malaysian hospitality industry examining employee performance through knowledge management practices, capacity building and organisational commitment.

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In addition, recent studies empirically confirm that the culture in knowledge management practices encourages more knowledge creation than knowledge sharing in the hospitality setting (Grimsdottir and Edvardsson, 2018; Adeinat and Abdulfatah, 2019). Employees in the hospitality industry are required to share the knowledge they create with other employees to achieve organisational goals. Therefore, it is important to understand cultural practices (and, especially, the knowledge culture) to implement knowledge management practices to enhance individual employee performance in the hospitality industry of Malaysia.

Per resource-based view (RBV) theory, knowledge is shared within an organisation's boundaries to focus on value-added knowledge and its appropriate implementation. Knowledge input significantly affects organisations and gives them a competitive advantage. Further, it forms the learning a non-substitutable component of organisations and can be applied in various ways that are difficult for competitors to copy (Farooq Sahibzada *et al.*, 2022). Organisations need to acquire particular capabilities to obtain and absorb specific abilities and new knowledge from the boundaries (Minbaeva *et al.*, 2014).

In addition, recent studies on knowledge management focused solely on organisational human resources practices, culture, knowledge culture, organisational commitment, organisational and individual performance and productivity and competitive advantages (Abbas and Sağsan, 2019; Intezari *et al.*, 2017; Liu *et al.*, 2019; Mahdi *et al.*, 2019; Razzaq *et al.*, 2019). However, previous studies have not explored the mediating roles of capacity building culture and organisational commitment, which foster employee performance.

Therefore, this research investigates knowledge management practices, knowledge culture, organisational commitment and employee performance in the Malaysian hospitality industry. Furthermore, this study aims to examine knowledge management practices' effects on employee performance by mediating capacity building and organisational commitment among hospitality employees in Malaysia. This study makes theoretical contributions by establishing knowledge management practices, capacity building culture, organisational commitment and employee performance in a single framework based on structural equation modelling and supported by RBV theory. This study answers the research question particularly on what is the role of knowledge management practices on organisational commitment and capacity building in achieving employee performance in the hospitality industry?

## 2. Literature review and hypotheses

### 2.1 Theoretical underpinning

This study is underpinned by RBV theory to explore the association between knowledge management practices, organisational commitment, capacity building and employee performance in the Malaysian hotel industry. The RBV is a conceptual framework that fits an organisation (Barney, 1991). This view's attributes are "value, rarity, imperfect imitability, and lack of substitutability" (Barney, 1991). According to Barney (1991), companies consider these attributes to assess employees' capabilities to sustain, resolve and preserve the organisation's traditions and techniques and to create core competencies in the organisation.

Wernerfelt (1984) posits that RBV theory creates value for companies and lets others follow. These RBVs are key elements in determining the company's direction. Bashir and Farooq (2019) elucidate that knowledge management measures employees' productivity and performance. These indicators have provided a new way to understand knowledge-related issues (Andreeva and Kianto, 2012). As aforementioned, the productivity and performance in knowledge management issues are based on the knowledge-sharing culture, the

identification of important information and its organisation and storage in an accessible system (Lee, 2001). “Organisational commitment” refers to an employee’s involvement in an organisation (Goetz and Wald, 2022), as well as their loyalty to and belief in the organisation (Patwary *et al.*, 2022b). Thus, based on the above discussion, this research fills the gap in the literature by offering a model based on RBV theory to explain how knowledge management practices, organisational commitment and capacity building influence employee performance.

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### *2.2 Employee performance and knowledge management practices*

Most workers in the 21st century are knowledge workers whose work is mainly chaotic and intellectual. In this context, Peter Drucker argues that the most significant challenge for management practitioners and scholars is to improve the efficiency of knowledge workers (Palvalin *et al.*, 2017). Knowledge work is intellectual and cognitive work through which new knowledge is produced and applied. A knowledge worker creates knowledge and uses it to acquire additional knowledge as an output related to individual performance and organisational performance (Mahdi *et al.*, 2019).

Studies have examined the knowledge management domain and performance of organisations (Giampaoli *et al.*, 2017). However, these studies focused on measuring the performance of organisations. The concept of individual knowledge worker performance in the domain of knowledge management is relatively new. For instance, until recently, no category had been established to measure the performance and productivity, and timeliness of workers, quality delivery, and task efficiency and job autonomy, the satisfaction of stakeholders, creativity and innovative behaviour were considered to measure the productivity of knowledge workers (Shujahat *et al.*, 2019). Thus, knowledge management involves the acquisition, use, retention and allocation of knowledge and experience to improve organisational performance; likewise, knowledge management practices improve overall firm performance and employee performance (Butt *et al.*, 2022).

### *2.3 Knowledge management*

Until recently, debates and criticisms existed in the literature regarding the precise conceptualisation and definition of “knowledge management” (Mohamed *et al.*, 2022). Because of the wide variety of conceptualisations of knowledge management in the literature, this study considers the following definition: a strategy that focuses on improved individual performance, secure competitive advantage and continuous improvement to achieve organisational goals and objectives (Gupta and Sharma, 2004). Lee (2001) defined knowledge management as “the process of capturing, storing, sharing, and using knowledge”. Knowledge can be conceptualised from the educator’s point of view as comprising, information, skills, expertise and experience (Shahzad *et al.*, 2016). Therefore, knowledge management is a crucial asset in the hospitality industry for creating knowledgeable employees, as creativity and development increase when employees share and apply their knowledge (Jalilvand *et al.*, 2019).

Knowledge management involves creating, sharing and applying knowledge to improve individual productivity and performance (Bashir and Farooq, 2019). Today, organisations – especially those in the hospitality industry – identify and leverage knowledge management practices as a source of continuous improvement, value creation and competitive advantages. Although knowledge management is an essential source of competitive advantages and capabilities, organisations struggle to implement it because of cultural barriers (Liu *et al.*, 2019; Martins *et al.*, 2019). Notwithstanding, as hospitality organisations are knowledge-based, they must secure and manage knowledge by motivating employees

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and implementing a knowledge culture. Moreover, a flexible and employee-friendly knowledge culture helps organisations create, acquire, share, apply and reuse knowledge (Shamim *et al.*, 2019).

According to Nonaka (1991), knowledge management practices ensure the flow of two types of knowledge: tacit knowledge and explicit knowledge. Explicit knowledge deals with formal, transferable and easy-to-communicate knowledge preserved as a written or standard manual. An excellent example of a knowledge management process in explicit knowledge is information technology. On the other hand, tacit knowledge is a personal action an individual acquires with persistent practice; it is preserved in the human mind and shared through commination and interactions with others. The extant literature provides evidence that a knowledge culture fosters an environment, for instance, by enhancing employee value, training and motivation to implement successful knowledge management practices. This encourages employees to become committed to the organisation to improve individual productivity and performance by creating, sharing and applying knowledge (Avdimiotis, 2019). Thus, knowledge management is considered a source of a competitive and sustained advantage that improves organisational (and, in turn, employee) performance (Meher and Mishra, 2022).

#### *2.4 Knowledge management, organisational commitment and capacity building*

In knowledge management context, creating, sharing and applying the knowledge depends on individual willingness based on the resources, motivation, commitment, organisational culture and environment (Liu *et al.*, 2019). However, a recent study suggested that a limited number of empirical studies have investigated the effect of knowledge management practices on organisational commitment in the hospitality setting in Malaysia (Chiu and Chen, 2016; Alaarj and Mohamed, 2017). Ouakouak and Ouedraogo (2019) studied 307 employees in a Canadian organisation context to examine the relationship between knowledge sharing and use from the perspectives of knowledge management and organisational commitment and trust.

Abualoush *et al.* (2018) found the affective commitment of employee practice knowledge sharing and application. In addition, Razzaq *et al.* (2019) found a positive association between knowledge management and organisational commitment in the Pakistani public sector, leading to knowledge worker performance. However, knowledge management practices depend on an institution and organisational cultural method. For instance, Liu *et al.* (2019) found a positive association between organisational culture and knowledge management in Malaysia.

Therefore, organisational culture plays an important role in knowledge management practices and organisational commitment to enhance individual performance. An organisational culture fosters an employee's commitment to an organisation, such as by receiving incentives or through increased motivation (Hanandeh *et al.*, 2021). From this perspective, knowledge management practices can be successfully implemented in the Malaysian hotel industry with the cultural approach of knowledge employees' capacity building (Shams and Hasan, 2020). Furthermore, the RBV advocates that an organisation creates sharing and applies knowledge and sufficient training and resources for capacity building, facilitating organisational competence in enhanced skills, abilities and expertise (Iqbal *et al.*, 2019). Moreover, a recent study warrants that empirical studies on knowledge management in the Malaysian context are lacking, but their importance is noticed in organisations (Liu *et al.*, 2019). It is argued that knowledge management practices that are operationalised via knowledge acquisition and information sharing can boost organisational commitment. Likewise, improvements in knowledge management practices improve the

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capacity building culture. Based on the above literature and in line with RBV theory, this study proposes the following hypotheses:

- H1.* Knowledge management practices have a positive effect on organisational commitment.
- H2.* Knowledge management practices have a positive effect on capacity building culture.

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### *2.5 Organisational commitment and employee performance*

According to Barney's (1991) description of RBV theory, resources are a measurement that companies use to view employees' capabilities to sustain, resolve and preserve the organisation and create core competencies. Organisations should continually seek ways to promote organisational commitment among employees (Ouakouak and Ouedraogo, 2019). Previous studies have found several perspectives of organisational commitment, such as a dependent variable and predictor of individual performance in different cultural contexts and industry settings (Razzaq *et al.*, 2019). Recent studies show the role of organisational commitment as a mediator variable. For instance, Razzaq *et al.* (2019) used organisational commitment as a mediator to measure knowledge management practices and individual performance in Pakistan.

In other research, Kianto *et al.* (2019) specified a lack of individual soft performance issues that were not acknowledged or considered for empirical investigation in knowledge-based studies. One of the factors is related to individual soft performance that was not studied in knowledge management studies and organisational behaviour. Knowledge-based individual performance is rarely investigated from the perspective of knowledge, though it has been examined from different perspectives, such as in human resources practices and strategies in general (Mustapa and Mahmood, 2016; Soumyaja and Sowmya, 2020).

However, many empirical studies, descriptive analyses and systematic literature reviews indicate that organisational commitment is closely related to workers' performance. Therefore, examining these performance and obedience issues together forms a knowledge-based perspective that can make interesting contributions. It is argued that organisational commitment helps employees perform better and accomplish their objectives because employees are more efficient and devoted to their jobs when they feel connected to the company. In the light of RBV theory, when employees are loyal to their employer, they will work harder and smarter, resulting in better overall job performance. Based on the above literature and RBV theory, the following hypotheses are proposed:

- H3.* Organisational commitment has a positive effect on employee performance.
- H4.* Organisational commitment mediates the relationship between knowledge management practices and employee performance.

### *2.6 Capacity building and employee performance*

Knowledge culture plays a significant role in implementing knowledge management practices and processes. A recent study conceptualised knowledge culture as the values and beliefs that improve or prevent knowledge management practices within an organisation (Intezari *et al.*, 2017). Previous research has also stressed that an adaptive organisation facilitates a knowledge-friendly environment, thereby engaging employees and promoting a common culture mission.

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Abdi *et al.* (2018) identify culture as a significant barrier to successful knowledge management instead of a technical barrier. In addition, evidence suggests that employees' behaviour needs to be altered, as internal culture is a significant barrier to sharing knowledge effectively. An insight from Barney (1991) on RBV theory, employee motivation, skills and experience development should be integrated into the organisational culture. Therefore, capacity building should be considered an important factor for successfully implementing knowledge management within the organisational knowledge culture in the hospitality industry in Malaysia.

According to the factors mentioned above related to the successful implementation of knowledge management in the hospitality industry in Malaysia, employees are considered essential assets and sources of performance and competitive advantages (Sen, 2019). A continuous professional development program builds an educator's capacity building and competence for performing tasks. Moreover, several previous studies focused on capacity building as a strategic option to achieve learning organisations' goals. Therefore, special attention should be given to preserving employees' intellectual capital (Alefari *et al.*, 2018; Sudhakar and Basariya, 2017). Capacity building is an important factor for the successful implementation of knowledge management in the hospitality industry. Salleh and Goh (2002) state that "if a company wants to become a true knowledge-based organisation, it must start with quality training".

Capacity building through suitable quality training increases employees' learning capability to use knowledge productively and become proactive. Moreover, for educators (for instance), access to a growing number of materials, methods and information will improve their capacities and competencies to create ideas and innovative teaching methods (Del Giudice and Della Peruta, 2016). According to Adeina and Abdulfatah's (2019) findings from a Saudi Arabian university, university culture emphasises creating (and subsequently sharing and applying) knowledge by individual faculty members. This finding is not conclusive, however, and knowledge management practices vary across the industry (Al Mansoori *et al.*, 2020). It is argued that companies with high capacity development and employee productivity also have employees with high motivation, performance, job skills and satisfaction, resulting in increased employee performance. Considering the above literature and RBV theory, this study proposed the following hypotheses:

*H5.* Capacity building has a positive effect on individual employee performance.

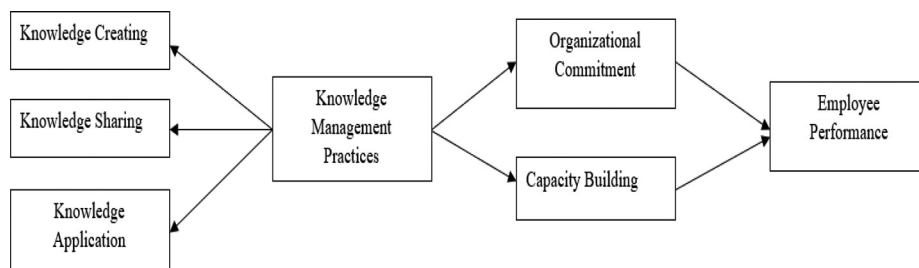
*H6.* Capacity building mediates the relationship between knowledge management practices and employee performance.

Based on the above relationships and hypotheses, the research framework depicted in Figure 1 was developed.

### 3. Method

#### 3.1 Population and sample

Hotel employees in Malaysia are considered the population of this study. Ministry of Tourism, Arts and Culture Malaysia reported that there are 128 four-star and 95 five-star hotels (MOTAC, 2020). Of these 223 hotels, 165 are located in Kuala Lumpur, Selangor, Malacca, Kedah and Pahang. We distributed the questionnaires only to these places while excluding other regions.



**Figure 1.**  
Research framework

**Source:** Figure by author

### 3.2 Measurement

The items used to measure the construct were adopted from previous studies and reported using a five-point Likert-type scale. Knowledge management practices comprised items concerning knowledge creation (seven items), knowledge sharing (five items) and knowledge application (three items) adapted from Huang and Li (2009). Capacity building was measured with five items adapted from Tsui *et al.* (2006) and five items regarding organisational commitment adopted from Meyer and Allen (1991). Finally, employee performance comprises items related to task performance (five items) and work efficiency (two items) adapted from Podsakoff *et al.* (1990) and Tangen (2005).

### 3.3 Data collection procedure

A cross-sectional study was conducted to collect data from the employees of four- and five-star hotels in Malaysia. In total, 520 questionnaires were sent out with the aim of collecting data from 300 respondents. Data collection for this study took place from February 2022 to August 2022. From the list of five- and four-star hotels in Malaysia (the selected regions), we randomly contacted 75 hotels' human resources managers. Only 52 of these managers agreed to participate. We provided ten questionnaires to each hotel manager to distribute to employees of different levels (top, middle and lower). Ultimately, we received 311 responses, representing a response rate that was 59.8% higher than we anticipated. A response rate of 50%, in line with Patwary *et al.* (2021), would have been adequate for this study. After eliminating outliers and missing data, the valid sample size used for further analysis was 291.

Although we allowed the human resources managers to randomly reach out to employees, our selection of hotel areas was based on convenience. Thus, in essence, this study used a convenience sampling technique to acquire the respondents. According to Zikmund (1996), convenience sampling refers to gathering data from the respondents who are most conveniently available. Although the convenience sampling technique is most appropriate for quantitative and qualitative studies, it is often used in quantitative studies when the population is homogenous (Etikan *et al.*, 2016). As suggested by previous studies (Back, 2005; Line and Runyan, 2012; Ali and Amin, 2014; Gu and Siu, 2009; Ali and Omar, 2014), convenience sampling allows researchers to collect data faster and easier than random sampling methods. Because of time and cost limitations, most earlier research in the hotel industry used convenience sampling (Back, 2005).

### 3.4 Demographic profiles of the respondents

The distribution of respondents was organised according to gender, marital status, age, years in the industry, place of employment and level of education. Specifically, 54.6% of



respondents were female, while 45.4% were male. Most respondents (68.0%) were married, 28.2% were single, 3.1% were widowed and 0.7% were divorced. In terms of age, the largest age group was 26–29 years old (34.0%), followed by 30–33 years old (33.3%), 22–25 years old (19.9%) and 34 years and above (8.9%).

Regarding education level, a majority of participants were either diploma or bachelor's degree holders (32.0% and 22.3%, respectively), followed by skills certificate holders (21.6%), secondary school respondents (8.2%), master's degree holders (8.2%), primary school respondents (6.5%), PhD holders (0.7%) and respondents who had never been to school (0.3%). In terms of industrial experience, the largest group had 5–8 years of experience (46.4%), followed by those with 2–5 years of experience (19.2%), 8–10 years of experience (15.8%), 10–15 years of experience (10.7%) and less than 2 years of experience (7.9%). Finally, concerning departments, the participants worked jobs in the food and beverage (38.8%), sales and marketing (14.8%), accounts (14.8%), human resources (8.9%), front office (2.1%) departments and others.

## 4. Analysis

### 4.1 Data treatment

Per Hair *et al.*'s (2014) recommendation, missing data were checked and removed. We also ensured that no multicollinearity and outliers existed by using variance inflation factors (Kock, 2015). Podsakoff and Organ (1986) suggested that common method bias should be assessed through Harman's single-factor test. No bias was found, and a single factor explained only 39.8%, which is less than the recommended value of 50%.

### 4.2 Convergent validity and reliability of the variables

We used structural equation modelling with the help of Smart-PLS 3.3.2 (Sarstedt *et al.*, 2014). Researchers in many fields, including the social sciences, use the PLS-SEM, which is a relatively new method of analysis (Chin *et al.*, 2020) used to assess a study's structural models (Shmueli *et al.*, 2019). More precisely, it provides an in-depth explanation of the statistical relationships among all of a model's variables (Patwary *et al.*, 2020).

Moreover, correlation matrix among variables (Table 1) and construct validity were observed using a measurement model with convergent (Table 2) and discriminant validity (Table 3). Each variable had a loading of greater than 0.70 on each individual item. Furthermore, the average values extracted was greater than 0.50, and the composite reliability was greater than 0.70. Therefore, the convergent validity and reliability thresholds were met or exceeded for all variables (Hair *et al.*, 2019).

In addition, heterotrait-monotrait test was carried out to verify the independence of the variables (Table 4). There is not enough HT in the MT for the ratio to be above 0.90 (Hair *et al.*, 2020). Consequently, there is no common variable.

Variables	Mean	SD	1	2	3	4
1. Knowledge Management practice	3.743	0.490	1			
2. Capacity building	3.836	0.585	0.658**	1		
3. Organisational commitment	3.833	0.650	0.648**	0.650**	1	
4. Employee performance	3.745	0.590	0.646**	0.645**	0.645**	1

**Notes:** M = Means; SD = standard deviation; \*\*two-tailed significant correlation at the 0.01 level

**Source:** Table by authors

**Table 1.**  
Bivariate correlation,  
means and standard  
deviation

GKMC

Variables	Items	KA	KC	OC	KS	CB	TP	WE	CR	AVE
Knowledge application	ka1	0.595							0.819	0.60
	ka2	0.852								
	ka3	0.862								
Knowledge creation	kc1		0.817						0.920	0.624
	kc2		0.828							
	kc3		0.826							
	kc4		0.813							
	kc5		0.714							
	kc6		0.785							
	kc7		0.737							
Organisational commitment	Oc1			0.709					0.906	0.659
	Oc2			0.793						
	Oc3			0.842						
	Oc4			0.866						
	Oc5			0.841						
Knowledge sharing	ks1				0.597				0.872	0.580
	ks2				0.734					
	ks3				0.830					
	ks4				0.805					
	ks5				0.818					
Knowledge capacity building	kcb1					0.725			0.904	0.653
	kcb2					0.772				
	kcb3					0.870				
	kcb4					0.842				
	kcb5					0.824				
Task performance	Tp1						0.718		0.88	0.607
	Tp2						0.614			
	Tp3						0.838			
	Tp4						0.871			
	Tp5						0.826			
Work efficiency	Wp1							0.826	0.91	0.722
	Wp2							0.914		

**Table 2.**  
Convergent validity  
and reliability

**Notes:** KA = knowledge application; KC = knowledge creation; KCB = knowledge capacity building; KOC = organisational commitment; KS = knowledge sharing; TP = task performance; WP = work efficiency  
**Source:** Table by authors

Factors	1	2	3	4	5	6	7
1. Task performance							
2. Knowledge application	0.808						
3. Work efficiency	0.827	0.572					
4. Knowledge capacity building	0.742	0.885	0.642				
5. Knowledge creation	0.303	0.518	0.249	0.276			
6. Organisation commitment	0.777	0.819	0.590	0.749	0.310		
7. Knowledge sharing	0.894	0.837	0.632	0.767	0.363	0.782	

**Table 3.**  
Heterotrait-  
monotrait ratio  
criterion

**Source:** Table by authors

No.	Hypothesis	$\beta$	SD	<i>t</i> -values	<i>p</i> -value	Decision/Supported
H1	Knowledge Management Practice → Organisational Commitment	0.654	0.040	16.542	0.000	Yes
H2	Knowledge Management Practice → Knowledge Capacity Building	0.659	0.036	18.085	0.000	Yes
H3	Organisational Commitment → Employee Performance	0.274	0.085	3.234	0.001	Yes
H5	Knowledge Capacity Building → Employee Performance	0.291	0.079	3.668	0.000	Yes
H4	Knowledge Management Practice → Organisational Commitment → Employee Performance	0.179	0.060	2.989	0.003	Partial
H6	Knowledge Management Practice → Knowledge Capacity Building → Employee Performance	0.172	0.192	0.054	3.576	Partial

Examining employee performance

**Table 4.**  
Direct effect and indirect effect

Source: Table by authors

Knowledge management practices are a second-order construct with loadings of 0.734 (knowledge creation), 0.795 (knowledge application) and 0.833 (knowledge sharing). Likewise, employee performance is a second-order construct consisting of task performance and work efficiency with loadings of 0.955 and 0.896, respectively. Thus, both fulfil the second-order reflective criterion (Hair *et al.*, 2019).

#### 4.3 Hypothesis testing

We applied Bootstrap procedures with 5,000 samples (Cheah *et al.*, 2018). All hypotheses were supported. The results are presented in Table 5.

Standardised root means residual values are shown in Table 5. The values indicate that the standardised root means' residual value is less than 0.08, and the model is considered fit.  $R^2$  values indicate that exogenous variables significantly explain endogenous variables.

### 5. Discussion

The present study investigates the mediating role of organisational commitment and capacity building between knowledge management practices and employee performance. Using the quantitative approach and questionnaire, survey data were collected from hotel employees from Malaysia. Self-administered questionnaires were distributed to collect data from 4,500, and partial least squares structural equation modelling was analysed. The findings confirm that knowledge management practices have a positive effect on knowledge

Variables	$R^2$ (adjusted)	$Q^2$	SRMR
Knowledge capacity building	0.48	0.049 (Small)	0.063 (Good Fit)
Organisational commitment	0.45	0.23 (Medium)	
Employee performance	0.27		

Notes: SRMR = standardised root mean residual;  $Q^2$  = cross-validated redundancy;  $R^2$  = coefficient of determination

Source: Table by authors

**Table 5.**  
Quality of model and fit indices

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capacity building and organisational commitment of the hospitality industry employees in Malaysia.

The findings suggest that using knowledge management practices allows organisations to oversee knowledge assets and key processes of the organisational environment. This, in turn, enables organisations to create and use knowledge to improve the long-term performance of their employees. In other words, knowledge capacity building improves organisations' abilities to deliver appropriate knowledge management practices. As a cultural practice within the hospitality industry, capacity building enables the professional development of practitioners, making them more competitive by giving them the skills and information necessary to use their knowledge, perform tasks, share their knowledge with their colleagues and apply their knowledge in the classroom (Latha, 2020; Vyas, 2020; Suhaimi *et al.*, 2020).

This finding is in line with Adeina and Abdulfatah's (2019) findings in a university setting. They found that the organisation's culture emphasises creating knowledge and, subsequently, sharing and applying it by individual faculty members. In addition, knowledge management practices include knowledge creation, knowledge sharing and knowledge application. Therefore, capacity building as a part of an organisational knowledge culture in the hospitality industry in Malaysia should consider this important factor in successfully implementing knowledge management and improving employee performance.

Therefore, knowledge management practices are necessary for an efficient learning process to enhance the learning capabilities and intellectual capital of an organisation. This finding is in line with Kumar *et al.* (2019), who examined the relationship between knowledge management practices and organisational commitment in the public health sector.

Similarly, the organisational commitment of a company in the hospitality industry in Malaysia has a significantly positive impact on the mediating relationship between knowledge management practices and the performance of knowledge-based employees. The findings suggest that knowledge management practices are the most appropriate determinant of organisational commitment and the performance of knowledge workers. This finding is consistent with the findings of a previous study on public health workers in which the researchers measured organisational commitment as a mediator between knowledge management practices and knowledge worker performance (Razzaq *et al.*, 2019).

### *5.1 Theoretical contributions*

The findings of this study offer meaningful insights into academia. This study has multiple theoretical implications regarding the relationship between knowledge management practices, knowledge capacity building, organisational commitment and knowledge-employee performance, which has been ignored in the tourism industry. Chiu and Chen (2016) mention a lack of empirical evidence on knowledge management practices and organisational commitment. Over time, knowledge management practices have been used to measure organisational commitment to facilitate competitiveness among employees (Patwary *et al.*, 2022b). Thus, knowledge management practices should encourage individuals to share their experiences and skills with employees who hold positions to ensure that work and tasks can be done well (Phuong and Le Ha, 2022). This study, therefore, contributes to the knowledge management literature by examining the effect of knowledge management practices on organisational commitment, particularly in the hospitality industry in Malaysia.

Moreover, from a knowledge-based view, this study has added significant contributions by confirming that knowledge management practices enhance knowledge-employee performance through an organisational culture of capacity building and organisational commitment in alignment with RBV theory. In line with RBV, the success factors in business rely on internal resources and are regarded as expertise or assets for businesses (Hameed *et al.*, 2021). Nevertheless, RBV theory suggests that a firm's resources, capabilities and competencies can give it a competitive advantage in the market.

In line with the essence of RBV theory, the current findings imply that the management and use of an organisation's knowledge resources can improve employee performance and contribute to a firm's overall competitiveness. Effective knowledge management practices, such as creating a knowledge-sharing culture, implementing technology to store and distribute knowledge and providing training and development opportunities, can increase job satisfaction, motivation and creativity among employees. This, in turn, can improve their performance, decision-making and problem-solving skills, which are essential for an organisation's success. Therefore, from the RBV perspective, this study infers that knowledge management can be considered a critical internal resource; by effectively managing and using their knowledge resources, organisations can enhance their employees' performance.

### *5.2 Practical contributions*

The present research offers several implications for Malaysian practitioners and policymakers regarding learning and knowledge management practices in the hospitality industry. First and foremost, knowledge management practices must be used in the tourism industry. These practices tend to improve organisations' commitment and knowledge work performance. Accordingly, incorporating knowledge management practices, particularly in the tourism industry, would help organisations formulate and evaluate employee performance.

The study of knowledge management and its impact on employee performance in the hotel industry has significant societal implications. The present findings have far-reaching societal implications, including improved employee performance and productivity, increased job opportunities, improved quality of life and the promotion of sustainable practices and economic growth. The hotel industry is a critical component of the global economy, providing employment, generating revenue and contributing to the growth of local economies. The implementation of effective knowledge management practices in the hotel industry could enhance employee performance and productivity. This, in turn, could improve customer satisfaction, increase organisations' profitability and enhance brand reputations. These outcomes can result in increased job opportunities, higher salaries and improved quality of life for employees and their families.

Moreover, using knowledge management in the hotel industry can lead to more sustainable practices, such as reduced waste and energy usage and enhanced environmental sustainability. These factors would have a positive impact on the environment and contribute to a sustainable future. Furthermore, knowledge management practices can foster a culture of innovation and continuous improvement, leading to the development of new products and services, as well as the creation of new business opportunities. This, in turn, could contribute to the economic growth and prosperity of local communities.

### *5.3 Conclusion*

The results confirm that practising knowledge management in the hospitality industry requires a culture of capacity building to improve the performance of employees. Such a

culture promotes employees' organisational commitment to the hospitality industry and individual performance, which, in turn, enhances an organisation's overall performance. In addition, managers and other employees will create, share and apply their knowledge from learning perspectives. Hence, they will be able to meet the global job market's requirements. Knowledge management implementation in developing countries is not ideal compared to developed countries' public sector performance. Therefore, this study suggests that developing countries like Malaysia should adopt knowledge management functions in the tourism sector while considering contextual variables. Therefore, to create a generation that can meet global trends in competitive markets, Malaysia needs to focus on teaching and learning in the hospitality industry through knowledge management practices.

#### *5.4 Limitations and recommendations for future studies*

This study has limitations. The most notable limitations are the use of a convenience sampling method and the fact that the interrelationships among knowledge management practices were ignored. In addition, this study only considered the hospitality industry context of learning and practice. However, future studies should consider other sectors and organisations to generalise the current results regarding knowledge management practices in Malaysia. Future studies should be conducted in sectors other than the hospitality industry. Future studies could also consider knowledge-worker engagement and involvement as a cultural practice of organisations. In addition, by considering organisational performance as an exogenous variable, future studies can provide a more comprehensive explanation of employees' learning and practices.

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