Abstract

Some 21st century organisations have come to realise the importance of leveraging a knowledge management (KM) strategy as a source of competitive advantage. This study sought to establish the extent to which the Tourism Sector in Matabeleland North Province had adopted a knowledge management strategy to enhance business performance. A knowledge management strategy is a plan of action that outlines how an organisation manages data, information and knowledge to improve operational efficiency. The pragmatic research approach underpinned the study. An integrative mixed method design was used in order to more accurately define relationships between embracement of a knowledge management strategy and efficiency in the Tourism Sector management. The design afforded for a rigorous and integrative analysis of quantitative numeric data through correlation and descriptive statistical analysis and an analysis of textual evidence and the two methods counter balanced each other. Consequently, basing on the purposive sample of one hundred and ninety six (196) Tourism Sector Enterprises identified as respondents, 98% of the questionnaires were successfully returned. Questionnaires and structured interview questions
were administered in both Hwange and Victoria Falls. The findings revealed a significant relationship between the adoption of a knowledge management strategy and the efficient management of enterprises in the tourism sector. However, the sector was fraught with inadequate information about current knowledge management strategy practices and opportunities. The results showed that most entities lacked a framework for knowledge management strategy implementation hence, the knowledge gap could be filled through training to bring about awareness of the importance of KM strategy as a change management initiative in the tourism management sector.

**Key words:** Knowledge management strategy, tourism sector, change management, competitive advantage.
1.0 Introduction

In various sectors some 21st century organisations have come to realise the importance of leveraging a knowledge management (KM) strategy as a source of competitive advantage. Giant entities such as Amazon, eBay and Walmart have gone an extra mile by combining both KM strategies and big data analytics for business success (Khan and Vorley, 2016). Thompson et al (2013: 25), define a business strategy as ‘its plan for out-performing its competitors and achieving superior profitability.’ A knowledge management strategy integrates knowledge management and strategic management in order to create new value for an organisation by considering knowledge as a strategic resource in management decision making (Edvinsson, 2002, Nonaka and Takeuch, 1995, Kim et al, 2014, Sveiby, 2001, Bratianu, 2015). Knowledge management strategy planning is critical for organisations operating in turbulent environments such as the one prevailing currently in Zimbabwe. In turbulent business environments there prevails uncertainty resulting from the continuous need for achievement, thus it becomes imperative that strategic thinking and planning is employed in order to attain a competitive advantage. In the tourism sector where there is stiff competition for clients, business processes are highly knowledge based (Zaei and Zaei, 2014), requiring collaboration among the key players. Hence, knowledge on service providers, events and event’s organisers, agencies, tour operators and couriers must be systematically managed. A knowledge management strategy presents an alternative means to manage uncertainty which results from ignorance caused by lack of data and information about prevailing market forces and critical economic fundamentals that impact on business performance (Kotter, 2012; Bratianu, 2015).

Consequently based on the above, a business entity operating in an unstable economic environment, requires the embracement of strategic thinking, which is a mental process that is future oriented that expresses a specific philosophy about work, competition and survival (Senge, 1999). According to Bratianu, (2015), a knowledge strategy can result in knowledge exploitation leading to efficient use of knowledge to maximise profits. It has become apparent that 21st century entities need to critically embrace the knowledge management strategy through encouraging knowledge creation and using created knowledge to innovate products and services. Thus the
current study was undertaken to establish the extent to which the tourism and hospitality industry has adopted a knowledge management strategy in the advent of big data analytics, in order to successfully transform their way of doing business for success.

Tourism may be defined as the sum of the phenomena and relationships arising from the interaction of tourists, business suppliers, host governments, and host communities in the process of attracting and hosting these tourists and other visitors, (McIntosh, 1995, Bratianu, 2015). Tourism is the entire world industry of travel, hotels, transportation and all other components, including promotion that serves the needs and wants of travelers. In Zimbabwe the tourism and hospitality industry consists of various types of resorts adorned with various forms of lodgings (e.g. hotel, game reserves, camping sites, resorts etc.) and all types of stalls and stores that sell souvenirs, arts and crafts, clothing and related products as well as any activities that comprise services such as entertainment, sports, sightseeing, local tours, cultural events, festivals. Tourism also encompasses activities, services and industries that deliver a travel experience: transportation, accommodations, eating and drinking establishments, shops, entertainment, activity facilities and other hospitality services available for individuals or groups that are travelling away from home. It encompasses all providers of visitor and visitor related services.

**Problem statement**

Despite the adoption of knowledge management strategies by high-performance organisations like IBM, eBay, Walmart and others, the tourism sector in Zimbabwe is still lagging behind using conventional management systems (Bratianu, 2015). The heterogeneous nature of tourism products and services together with its intangible goods and services puts special attention on the way tourism knowledge can be managed and organised. Due to the complex nature of tourism, its related providers and its way of organisational levels, the information and knowledge transfer is of utter importance. There is dearth literature on the extent of the adoption of KM strategies by the tourism sector for operational efficiency. Moreover, the few studies that have been carried out on the importance of a KM perspective in the tourism sector, have been carried out in the developed world such as Austria (Watson & Marjanovic, 2013). Hence carrying out this current study will provide a road map for the successful implementation of a KM strategy in a developing country context.
**Research objectives**

1. To investigate the level of adoption of a knowledge management strategy as a change management initiative in the Tourism management Sector.
2. To establish challenges faced by managers in the Tourism sector in implementing a knowledge management strategy.
3. To proffer recommendations on successful KM strategy implementation in the Tourism sector.

**Hypothesis**

$H_1$ There is a positive relationship between knowledge creation and Tourism enterprise development.

$H_2$ There is a positive relationship between knowledge sharing and Tourism enterprise development.

$H_3$ There is a positive relationship between knowledge strategy and Tourism enterprise development.

**2.0 Literature review**

**Knowledge and Knowledge Management**

In order to have a full understanding of the importance of a knowledge management strategy it is critical to define knowledge. Knowledge is the knowhow, a mixture of experiences, values or related information and expert insight which provides a context for evaluating and integrating new experiences and information (Pearson & Saunders, 2013). On the other hand, knowledge management according to Hajric (2018), is the systematic management of an organisation’s knowledge assets for the purpose of creating value and meeting tactical and strategic requirements. It consists of the initiatives, processes, strategies, and systems that sustain and enhance the storage, assessment, sharing, refinement, and creation of knowledge (King, 2013). It is also important to understand the dichotomy of knowledge.
2.1 The dichotomy of knowledge

Knowledge is said to take several forms, key of which are its tacit and explicit form. Polonyi (1966) propounded the idea of tacit knowledge and stated that we know more than we can say. Nonaka (1994), referred to tacit knowledge as the type that is difficult to communicate and is deeply ingrained in action, commitment and involvement of the person holding the tacit knowledge. Tacit knowledge involves special productive knowledge and skills possessed by individual. It also includes cognitive skills such as belief, images, intuition and mental models as well as technical skills (Zaei and Zaei, 2014). Tacit knowledge is understood by Polonyi (1966) to be the source of leverage in attaining a competitive advantage. In order to share tacit knowledge it becomes important to use demonstrations as it is difficult to express tacit knowledge. Hence, training sessions in which tacit knowledge is shared through interaction is the most appropriate in the tourism sector. Explicit knowledge is the knowledge that is collected, stored, distributed and shared primarily electronically or through written documents. There is a convergence in the understanding of explicit knowledge as being describable and tangible, (Wiig, 1993; Choo, 2006; Polonyi, 1966; Nonaka and Takeuchi, 1995; van den Berg, 2013 and Evan et al, 2014. To date empirical studies have shown that there is cost benefit (prudency) and imitability (worthy to be copied) of knowledge assets dependent on their form (Van den Berg, 2013), What is not known is the extent that organisations in the tourism sector have embraced knowledge management strategies, hence this current study will fill in that knowledge gap through empirical inquiry. Another important aspect to knowledge management strategy is understanding the levels of knowledge.

2.2 The levels of knowledge

It is important to understand the levels of knowledge in order for one to acquire useful knowledge. Most organisations have both structured and unstructured data. Data are raw and unprocessed, discreet and objective facts about events (Pearlson & Saunders, 2013). According to Howard (2016), the main KM activities include capturing accurate data which can be transformed into information. Information is processed data and usually takes the form of documents or evident communication, which answer the questions such as who, what, and how many (Pearlson & Saunders, 2013). Information is inferred from data and answers the ‘know- what’ questions. Laudon and Laudon (2014), extend this perception and submit that information is data that has
been shaped into a form that is meaningful and useful to users. The processes that are associated with the conversion of data into information involve sorting, classification, aggregation, calculation and selection performed either by people or systems.

Subsequently, knowledge is the know-how, it is a fluid mixture of framed experiences, values or contextual information and expert insight which provides a context for evaluating and integrating new experiences and information (Pearlson & Saunders, 2013). In organisations it becomes deep-rooted not only in routines, repositories but also in procedures, practices and work standards (Dalkir, 2008). Jashapara (2004) asserts, that data is actionable information that improves decision making and provides an effective input in terms of innovation and creativity, which is critical in sustaining competitive advantage. Information is converted into knowledge when the holder processes it. Possessing knowledge leads to wisdom or expertise, which is specialised knowledge and skills in a specific area, in this instance, tourism management. Thus the existence of business knowledge culminates in business acumen (Davenport, and Prusak, 1998, Van den Berg, 2013, Crane and Bontis, 2014, Girard, 2015).

Figure 2.2 depicting the pyramid of levels from data to wisdom.

Adapted from Cong and Pandya, 2003.

Figure 1 The DIKW hierarchy depicting data, information, knowledge and wisdom (Howard, 2016:1)
2.3 Knowledge management strategy

Embracing a KM strategy is said to promote an integrated approach to identifying, capturing, evaluating, retrieving, and sharing all of an enterprise’s information assets. In the tourism industry these information assets could consist of the expertise of employees, databases, procedures, policies, and other critical information pertaining the clientele (Duhon and Koenig, 2012, Khan and Vorley, 2016)). It therefore follows that Knowledge management is crucial in today’s 21st century knowledge economy, as it ensures sharing of knowledge for business success. The extant literature points to the importance of an enhanced knowledge creation, integration and sharing strategy in business (Van den Berg, 2013, Crane and Bontis, 2014, Girard, 2015, Khan and Vorley, 2016).

2.4 Big data analytic and KM strategy

Invariably, the creation and dissemination of knowledge has become progressively more important in competitiveness in the advent of big data analytics. Big data is defined as huge amounts of structured and unstructured data comprising billions of data points or observations, that can be accessed in real time and is characterised by volume, velocity and variety (Brynjolfsson and McAfee, 2012 O’ Leary, 2013, Khan and Vorley, 2016)). In the tourism sector there are huge volumes of captured and uncaptured data pertaining tourists and destinations. On the other hand analytics is a method of letting computers apply their power of manipulation to explore valuable insights of the data and by association it is through categorisation, visualisation and interpretation that KM is enabled (Davenport, 2013, Chen et al 2012, Khan and Vorley, 2016).

Thus, the role of big data in effective decision making and improving many business functions from marketing to supply chain management has been acknowledged as powering the next industrial revolution (Chae, 2015, Chen et al, 2012, Walter and Fawcett, 2013, Davenport and Patil, 2012, Khan and Vorley, 2016)). However, giants like IBM, acknowledge that 80% of the data available is unstructured (George et al, 2014), and therefore, there is an opportunity to combine KM with data mining, which is the term used for the process of analysing data sets. Accurately quantifying this data can reveal a great deal about customer transaction trends and provide critical knowledge in the tourism sector. Companies such as Amazon, eBay and Walmart are using big data text analytics to effectively manage vast amounts of knowledge, communicate with their customers and enhance their operations (Davenport, 2013, Watson & Marjanovic, 2013,
Khan and Vorley, 2016). Understanding these customer trends by the tourism sector can enable the prediction of their future behaviour and expose valuable insights.

It follows from the above that attaining management acceptance and commitment and their support for the KM plan is a strategy so important for a successful KM strategy implementation, such that current KM plans are linked with future goals, needs and real capabilities of the organisation. KM requires an effective leadership that is transformational in outlook and vision led to manage change. However, for successful KM strategy implementation it is important to understand the steps in the process.

### 2.3 Rational view of the knowledge management strategy implementation

The first step in the knowledge management strategy implementation is the analysis of the internal environment, to assess the knowledge resources available, capabilities, business strategy and checking the internal needs of the tourism enterprise. It is important that the KM strategy is aligned with the business strategy so that there is synergy in the strategic direction of the organisation (Davenport, 2013). The next step is the analysis of the external environment which includes an assessment of the competitive environment, the type of business partners, government policies, market opportunities and threats. These are the critical stakeholders that can retard the successful execution of the KM strategy. The KM strategy planning looks into the internal resources allocated for knowledge management practices and processes such as the human resource, information communication (ICT) tools and financial resources. Another aspect of the KM strategy are the external opportunities for KM such as ICT innovations, financial resources, external sources of knowledge (Bratianu, 2015). An assessment of the external opportunities for KM (ICT innovations, financial resources, external sources of knowledge and other variables in the external environment) is vital.
2.4 components of a good Knowledge management strategy

A good, clear KM strategy can help to increase awareness and understanding of KM in the organisation. It also articulates the business case and identify potential benefits as well as facilitates the gaining of senior management commitment, besides attracting resources for implementation. The KM strategy also communicates good KM practice and gives a clear, communicable plan about where the organisation is now, where it wants to go, and how to plan to get there and gives an organisation a basis against which to measure its progress.

A good knowledge management strategy is composed of the following components:

1. A good knowledge management strategy must consist of a well-articulated business strategy explaining the strategic direction on vision statement or mission, products or services, target customers, preferred distribution or delivery channels, characterization of regulatory environment;
2. A description of knowledge-based business issues such as the need for collaboration, need to level performance variance, need for innovation, need to address information overload;
3. There must be an inventory of available knowledge resources such as knowledge capital, social capital, infrastructure capital;
4. An analysis of recommended knowledge leverage points that describes what can be done with the above-identified knowledge and knowledge artefacts (Dalkir, 2011, pp.316-317).
**KM theories**

There are various management theories but in this study the knowledge management cycle will be adopted as it shows the basic processes in knowledge flow. The knowledge management cycle has strategic implications for the tourism sector. The cycle represents the decisive basis for intelligent, competent behaviour by all organisational members. According to Addington, Mcgivern and Ferlie, (2006), KM efforts typically focus on organisational objectives such as improved performance, competitive advantage, innovation, the sharing of lessons learned, and integration of continuous improvement of the enterprise. The cycle below shows the how the KM processes are linked.

![Knowledge management cycle diagram](image-url)

Figure 3.2 The knowledge management cycle

*Source: adapted from Dalkir (2008)*

Knowledge is captured or created by organisation members through the process of socialisation, internalisation, combination and externalisation (SECI) whereby members interact and process information. The created knowledge is worthless unless it disseminated through sharing amongst the team in order to solve challenges or to inform for action. The acquired knowledge is then applied and what is not required immediately is stored in repositories for future use. The cycle
resumes again with the capture and processing of more knowledge as this is a continuous process (Dalkir, 2008).

3.0 Research methodology

The pragmatic philosophical underpinning guiding the study follows the assertion by Tashakkori and Toddie (2003) that the use of some aspects of both positivist and interpretivism in a singular study is possible in order to triangulate. The mixed method adopted for the research, offers great potential for finding deeper insight into the study on the business case for the adoption of a knowledge management strategy in the management of the Tourism Sector.

An integrative mixed methods research design was adopted as a mode of inquiry, to more accurately establish the extent to which the tourism sector has adopted a knowledge management strategy as a management tool. The integrative design affords for a rigorous and integrative analysis of qualitative textual evidence and quantitative numeric data (Easterby-Smith et al., 2015). The methodology for the concurrent use of both methods ensured that dissimilar methods measured the same phenomenon. Although mixed method research uses both qualitative and quantitative world views at the research methods stage, quantitative data are analysed quantitatively and qualitative data are analysed qualitatively. In addition, often either qualitative or quantitative techniques or procedures predominate. In this particular study a balance was struck in using both methods (Easterby-Smith et al., 2015). The use of quantitative instruments captured numeric data while qualitative in-depth interviews ensured exploration of people’s perceptions which is deemed very instrumental in augmenting the results and shedding more light on this phenomenon.

Easterby-Smith et al (2015) describes data collection as the process of gathering and measuring information on variables of interest in an established systematic fashion that enables one to attain stated research objectives, test hypotheses and evaluate outcomes. The use of triangulation both in data collection and analysis was found more relevant for this research that sought to collect extensive data through quantitative survey techniques and at the same time generate relevant data from in-depth interviews conducted with key informants. This approach ensured richness of data collected and results upon which conclusions were drawn. Data collection is an essential element in the production of useful data for analysis and is subject to empirical research informed by theory (Groves et al., 2009). For the current research, the researcher carefully planned the data collection
procedures to ensure that findings were valid and not distorted by collecting too much unnecessary information which did not add value to the study. To achieve that the researcher first classified the targeted respondents before collecting the data required to address the research problem together with the objectives. The researcher collected primary data through self-administration of questionnaires as well as semi-structured interview, as propounded by Willamson (2006). It was not possible to carry out focus group discussion due to time constraints.

4.0 Results and discussion

Data was collected in the tourist resort towns of Victoria Falls and Hwange as these form the hub of the tourism catchment area in Matabeleland North Province. One hundred and ninety six (196) questionnaires were successfully completed and returned from a sample size of two hundred (200) and processed representing a 98% success rate.

Reliability and Validity Analysis

Table 1 Reliability coefficients (Cronbach Alpha) for the enterprise development practice

<table>
<thead>
<tr>
<th>Item</th>
<th>Cronbach alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge management</td>
<td></td>
</tr>
<tr>
<td>Knowledge creation</td>
<td>0.78</td>
</tr>
<tr>
<td>Knowledge sharing</td>
<td>0.49</td>
</tr>
<tr>
<td>Continuous learning</td>
<td>0.67</td>
</tr>
<tr>
<td>Knowledge strategy</td>
<td>0.46</td>
</tr>
</tbody>
</table>

Source: Primary data, 2019

The Cronbach alpha procedure was calculated for each part in the knowledge management practices. Cronbach alpha coefficients were used to assess the reliability of the rating scale though summarising a group of tests or survey answers which measure some underlying factor. Cronbach alphas were computed based on the correlation coefficients among the variables compromising the test. Table 5.1 shows that the lowest Cronbach alphas is 0.46 for the knowledge strategy. The knowledge creation shows the highest Cronbach alphas of 0.78. Two items were found to be considerably well above the criterion of 0.60 and could therefore be classified as reliable (Neuman, 2003), the high internal consistency reliability is attributed to the high homogeneity and similarity of the questions (called indicators), in defining the 5 main dimensional knowledge management practices. Overall alpha coefficient was also calculated for the entire questionnaire variables to
measure the internal consistency estimate of the general idea of the five prevalent knowledge management practices inter-correlation. The logic of this step was to get an estimate of about the holistic influence that the KM practices is generating.

**Hypotheses testing**

In order to establish the correlation between knowledge creation (KC) and Tourism sector development the hypothesis stated below was tested:

**Knowledge creation and Tourism sector development**

**H1** There is a positive relationship between knowledge creation and Tourism enterprise development.

The correlations within the constructs of knowledge creation reveal that having under gone training that enhances knowledge creation, (KC) was positively correlated with increased continual existence for more than 3 years ensuring Tourism Enterprise Development (TED) and plans to expand operation. Internal and external knowledge combined for competitive advantage (KC) was positively correlated with plans to expand operations (TED) with a correlation coefficient of \( r=0.22, p=0.014 \).

The following sub-section focuses specifically on the correlations of the two main pillars of the study, KM and Tourism sector development (TED) and examine how the defined prevalent KM practices correlate with them.

**Table 2: Knowledge creation and Tourism enterprise development Correlations**

<table>
<thead>
<tr>
<th></th>
<th>Enterprise development</th>
<th>Knowledge creation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tourism Enterprise development</strong></td>
<td>Pearson Correlation 1</td>
<td>.122</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.183</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>196</td>
</tr>
<tr>
<td><strong>Knowledge creation</strong></td>
<td>Pearson Correlation .122</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.183</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>196</td>
</tr>
</tbody>
</table>
An overall weak positive correlation between knowledge creation and enterprise development showed (0.122), where the highest significant correlation was at (0.22) existed between having internal and external knowledge combined for competitive advantage (KC5) and having plans to expand operations (TED5) with a correlation coefficient of \((r = 0.22, p=0.014)\) which reflect the importance of internal and external knowledge on creating organisational competitiveness. The lowest correlation was between having Internal and external knowledge combined for competitive advantage (KC5) and business in existence for more than 3 years \((r=-0.27, p\text{-value}=0.167)\).

**Knowledge sharing and Tourism sector development**

In order to establish the correlation between knowledge sharing and Tourism sector development the hypothesis below was tested:

**H2** There is a positive relationship between knowledge sharing and Tourism enterprise development.

The following sub-section focuses specifically on the correlations of the overall knowledge sharing (KS) and Tourism sector development (TED) and examines how the defined prevalent KS practices correlate with them. Consulting media resources such as the internet for business knowledge (KS) was positively associated with having the organisation increasing profit margins \((r=0.21, p\text{-value}=0.026)\). Organisations which strategically disseminate knowledge (KS) were associated with having existed for more than 3 years \((r=0.19, p\text{-value}=0.04)\). A significant association was also found between KS with organisations that have plans to expand operations (TED). Tourism sector respondents that cited relationship between expert business knowledge and attainment of competitive advantage (KS) were significantly associated with expansion of operations (TED) \((r=0.223, p=0.01)\). Similar results were also found between KS and TED as well with KS and TED. The highest correlation coefficient was found between KS and TED \((r=0.31, p=0.001)\). A positive correlation between knowledge sharing and Tourism sector development were found with a correlation coefficient \((r=0.274, r=0.002)\).
Table 3: Knowledge sharing and enterprise development Correlations

<table>
<thead>
<tr>
<th></th>
<th>KS</th>
<th>TED</th>
</tr>
</thead>
<tbody>
<tr>
<td>KS</td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.002</td>
</tr>
<tr>
<td>N</td>
<td>196</td>
<td>196</td>
</tr>
<tr>
<td>TED</td>
<td>Pearson Correlation</td>
<td>.274**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.002</td>
</tr>
<tr>
<td>N</td>
<td>196</td>
<td>196</td>
</tr>
</tbody>
</table>

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

KS-Knowledge sharing
TED-Enterprise development.

Knowledge strategy and enterprise development

In order to establish the correlation between knowledge strategy and Tourism enterprise development the hypothesis stated below was tested:

H3 There is a positive relationship between knowledge strategy and Tourism enterprise development.

The following sub-section focuses specifically on the correlations of the overall Knowledge strategy (KSta) and Tourism sector development (TED) and examines how the defined prevalent KSta practices correlate with them. Tourism enterprises that had a relationship between expert knowledge and attainment of competitive advantage (KSta) were significantly associated with having plans to expand operations (TED) with a correlation coefficient r = 0.33, p-value = 0.001. Results indicate that Tourism enterprises that indicated that knowledge is strategically disseminated in their organisation were correlated with having plans for business expansion (r=0.21, p-value=0.025). A positive correlation was found between an organisation that uses technology to store knowledge (KSta) and having plans to expand operations (r=0.23, p=0.014). Having marketing information made available to employees (KSta4) practice was not associated with any of the enterprise development constructs. Organisations that have a vision and mission that are known by employees (KSta) were highly significantly associated with expansion of
business (r=0.49, p=0.001). Overall correlation coefficient between knowledge strategy and Tourism sector development was r=0.27, p=0.003

Table 4: Knowledge strategy and enterprise development Correlations

<table>
<thead>
<tr>
<th></th>
<th>Knowledge strategy</th>
<th>TED</th>
</tr>
</thead>
<tbody>
<tr>
<td>KStra</td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.003</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>196</td>
</tr>
<tr>
<td>TED</td>
<td>Pearson Correlation</td>
<td>.270**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.003</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>196</td>
</tr>
</tbody>
</table>

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

Continuous learning and enterprise development

The following sub-section focus specifically on the correlations of the overall continuous learning (CL) and Tourism sector development (TED) and examines how the defined prevalent CL practices correlate with them. Knowledge management strategy training equipped respondents with business knowledge, (CL) was significantly associated with business expansion (r=0.36, p=0.001). Going through seminars and workshops (CL), continuously updating business knowledge due to the changing business environment (CL) and organisations facing start up challenges due to lack of business information (CL) were not significantly associated with any of the enterprise development constructs.

Table 5: Continuous learning and enterprise development Correlations

<table>
<thead>
<tr>
<th></th>
<th>TED</th>
<th>CL</th>
</tr>
</thead>
<tbody>
<tr>
<td>TED</td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.122</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>196</td>
</tr>
<tr>
<td>CL</td>
<td>Pearson Correlation</td>
<td>.142</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.122</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>196</td>
</tr>
</tbody>
</table>

*TED-Enterprise development
*CL-Continuous Learning

Discussion of findings
The empirical data revealed that there is a positive relationship between adoption of KM strategy and organizational profitability and growth. The findings are in line with the assertion by Bratianu (2015) that a knowledge strategy can result in knowledge exploitation leading to efficient use of knowledge to maximise profits.

**Qualitative data content analysis**

The qualitative data was coded and arranged in themes and the findings were summarized as shown below:

**Table 6: Operational Capabilities**

<table>
<thead>
<tr>
<th>Knowledge, skills abilities</th>
<th>Response (% N=100)</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Uncertain</th>
<th>Agree</th>
<th>Strongly agree</th>
<th>Mean</th>
<th>Std Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>OC1 In my organisation we identify knowledge, skills and abilities that are necessary in doing a job</td>
<td>0 0 2 52 46</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4.44</td>
<td>0.538</td>
</tr>
<tr>
<td>OC2 We hold workshops for knowledge sharing</td>
<td>0 0 5 39 56</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4.51</td>
<td>0.595</td>
</tr>
<tr>
<td>OC3 In my organisation we are equipped with customer specific knowledge</td>
<td>0 0 4 31 65</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4.61</td>
<td>0.567</td>
</tr>
<tr>
<td>OC4 Guest-related knowledge is supplied</td>
<td>0 0 5.2 64.6 30.2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4.25</td>
<td>0.543</td>
</tr>
<tr>
<td>OC5 We have created networks outside the organisation which have contributed to business performance</td>
<td>0 0 0 40 60</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4.6</td>
<td>0.492</td>
</tr>
<tr>
<td>OC6 We are empowered with task-related knowledge</td>
<td>0 4 0 23 73</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4.65</td>
<td>0.687</td>
</tr>
<tr>
<td>OC7 Market-related knowledge is supplied</td>
<td>0 0 0 35 65</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4.44</td>
<td>0.538</td>
</tr>
<tr>
<td>OC8 Transaction related knowledge is availed</td>
<td>0 0 2 52 46</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4.44</td>
<td>0.538</td>
</tr>
<tr>
<td>OC9 Task related knowledge availed</td>
<td>0 0 5 39 56</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4.51</td>
<td>0.595</td>
</tr>
</tbody>
</table>

1. OC1, showed that 78 % of respondents with a mean of 4.44 were agreed that their organisations viewed acquisition of knowledge, skills and abilities as being critical for efficient job performance. However, further probing revealed that some of the organisations did not support training initiatives as they regarded training as an unnecessary expense and tended to prefer briefings as opposed to on formal training.
2. OC2 showed that with reference to the sharing of tacit knowledge, 95% with a mean of 4.51 revealed that knowledge sharing was viewed as a critical endeavor for organizational profitability, however, the holding of workshops were far apart, given the constant environmental changes that occurred in the industry.

3. OC 3 showed that the equipping with requisite customer job knowledge was positively acknowledged with 96% of the respondents with a mean of 4.61, agreeing that they were kept updated on customer specific knowledge.

4. OC 4 showed that 94.8% of the respondents with a mean of 4.25 agreed that they were supplied with guest-related knowledge for successful maintenance of the client database.

5. OC 5 showed that all the respondents with a mean of 4.6 were unanimous in agreeing that their organisations had created networks outside the organisation which have contributed to business performance.

6. OC6 showed that 96% respondents with a mean of 4.65 agreed that they were empowered with task-related knowledge which was critical in task execution.

7. OC7 showed that all respondents with a mean of 4.44 were agreed that their organisations supplied them with market-related knowledge hence they were kept aware of market trends.

8. OC8 showed that 98% of the respondents with a mean of 4.44 confirmed that they received transactional related knowledge to ensure that all transactions that required follow up were done expeditiously.

9. OC 9 showed that 95% were at consensus that task related information was supplied such that every individual was aware of their responsibilities.

It is submitted that all the tests carried up above were in line with the Bouncka/Pye (2003) categories of knowledge which is key in attaining an effective knowledge management strategies. The outcome of the research revealed that although the respondents were not aware of the knowledge management terminology, they were actually carrying out most of the knowledge management activities. What was missing was the systematic application of knowledge management strategies.
Conclusions

The study concludes based on empirical evidence that the dependent variable of tourism enterprise development is dependent on the independent variables of knowledge management strategy and continuous training. The key practices necessary for KM strategy implementation came out strongly as being the timeous dissemination of information and knowledge sharing together with constant creation of knowledge for the sustenance of a competitive advantage.

The findings revealed a significant relationship between the adoption of a knowledge management strategy and the efficient management of enterprises in the tourism sector. However, the sector was fraught with inadequate information about current knowledge management strategy practices and opportunities. The results showed that most entities lacked a framework for knowledge management strategy implementation hence, the knowledge gap could be filled through training to bring about awareness of the importance of KM strategy as a change management initiative in the tourism management sector.

Recommendations

The study made the following recommendations based on the findings.

Organisations in the tourism sector should invest in training in order to improve its dynamic capabilities. This is line with Thompson et al (2013) who asserted that dynamic capabilities are an ongoing capacity of an organisation to modify its existing resources and capabilities to create new ones. The recommendation hinges on the fact that an organisation’s capabilities are knowledge-based, residing in people and in an organisation’s processes and systems, which embody tacit knowledge. Thus tourism organisations should undertake the following:

1. Ensure that the entity is well staffed with the requisite skills and expertise.
2. Develop and strengthen a KM strategy- supporting resources and capabilities.
3. Create a strategy supporting structure.
4. Allocate ample resources to the activities critical to strategic success.
5. Ensure that policies and procedures facilitate effective strategy execution.
6. Install information and operating systems that enable company personnel to perform essential activities.
7. Motivate people and tying rewards directly to the achievement of performance objectives.
8. Create a company culture and work climate conducive to successful strategy execution.
9. Exert the internal leadership needed to propel implementation forward.
References


