Knowledge Management as a Tool to Ensure Quality of Services and Increasing Guest Satisfaction in the Egyptian Hotels

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Abstract

Introduction: Knowledge management is now the most important strategic technologies for large companies, To serve guests well and remain in business companies must: reduce their cycle times, operate with minimum fixed assets and overhead (people, inventory and facilities), shorten product development time, improve guest service, empower employees, innovate and deliver high quality products, enhance flexibility and adoption, capture information, create knowledge, share and learn. None of this is possible without a continual focus on the creation, updating, availability, quality and use of knowledge by all employees and teams at work and in the marketplace. Objectives: The research objective was to shed light on the importance of knowledge management in Egyptian hotels and its policy in entitles workers to the importance of the knowledge management practices in terms of enhancing the importance of knowledge and information in increasing the effectiveness of Egyptian hotels by assuring quality of service and increasing guest satisfaction. Methodology: A survey was carried out on (30) Four and Five Star Egyptian hotels in `Cairo, South Sinai, Red sea ` with senior managers was mainly conducted through a self-administered questionnaire on the H.R, F&B and H.K departments’ data collected by personal visits, phone calls, emails, fax. The questionnaire was focused on the management expectations about the knowledge management and its effect on staff and guest satisfaction, The data collected from hotels were used declares a descriptive analysis of manager’s questionnaire by using SPSS version 18. Results: The major contribution findings of this research showed that the effectiveness of the knowledge management in assessing decisions, assuring quality, and increasing guest satisfaction in Egyptian hotels, as well as how the hotels deal with the staff in this situation to better manage the knowledge management that increase guest satisfaction. Conclusion: The study recommended the need to activate the knowledge management in Egyptian hotels. Therefore, management should be sensitive to the knowledge activities that were already going on within the company and seek mean to support them. Hotels management in Egypt should direct some of their budgets to provide staff with continuous training about knowledge management models because employees who see benefit in Knowledge Management (KM) have changing their corporate culture accordingly. Keywords: Knowledge Management - Quality - Guest Satisfaction.
Research Objectives
The research objectives are to:
1. Shed light on the importance of knowledge management in Egyptian hotels.
2. Assessment the role of hotel management and its policy in entitles workers to
the importance of the knowledge management practices.
3. Enhancing the importance of knowledge and information in increasing the
effectiveness of Egyptian organization by assuring quality of service and
increasing guest satisfaction.

Research Hypotheses
H1: Applying the knowledge management in the Egyptian hotels
positively influences the hotel performance.
H2: Adapting appropriate system of knowledge management positively
influences quality of services.
H3: Creating knowledge management practices positively influences
guest satisfaction.

Introduction and background
Knowledge comes from information processed by using data. It includes
individuals’ experiences, values, insights, and appropriate information and helps
to assess and incorporate new practice and information (Abdullah et al., 2005).
There were two types of knowledge tacit and explicit. Explicit knowledge was
knowledge that could be codified. It is more formal and systematic and was
often founded in books, databases, and computer programs. Tacit knowledge,
which was highly personal, was difficult to articulate and was rooted primarily
in our contextual experiences, tacit knowledge was consisting partly of technical
skills and also as having a cognitive dimension that consisted of mental models,
beliefs, and ingrained perspectives (Nonaka and Takeuchi, 1995).
There were at least three important distinctions between information and
knowledge: knowledge entailed a knower; knowledge was much harder to
detach, transfer, and share than information; and knowledge was much harder to
assimilate and understand than information (Brown and Duguid, 2000).
Knowing and learning capture the dynamic aspects of knowledge. A knower,
one who was known, could be said to possess “actionable knowledge” (Nonaka
and Takeuchi, 1995). Knowledge was gained when theory, information, and
experience were integrated (Miller and Morris, 1999). Innovation was the result
of a generative dance between knowledge and knowing (Cook and Brown,
1999).
Knowledge defined as the joint of information, experience, and theory. This
could be extended to include wisdom, which might be defined as successfully
applied knowledge and which will often be tacit in nature. Knowledge was
distinguishes between data, information, and knowledge (Miller and Morris,
1999; Cynthia and Andrew, 2005). Debra (1996) showed the importance of
knowledge in these points:

- Capturing the knowledge residing in the minds of employees so that it can be
easily shared across the enterprise.
- Leveraging organizational knowledge is emerging as the solution to an
increasingly fragmented and globally-dispersed workplace
- Knowledge can be embedded in processes, products, systems, and controls.
- Knowledge can be accessed as it is needed from sources inside or outside the
firm.
- It is versatile and can be transferred formally, through training, or informally,
by way of workplace socialization.

Review of Literature
Definition of the Knowledge Management
Knowledge management is the systemic and organizationally specified process
for organizing, communicate and to achieve both tacit and explicit knowledge
(Alavi and Leider, 1999; Cynthia and Andrew, 2005). Knowledge management
is performing the activities involved in discovering, capturing, sharing, and
applying knowledge so as to enhance, in a cost-effective fashion, the impact of
knowledge on the hotel's goal achievement. The term knowledge resources refer
not only to the knowledge currently but also to the knowledge that can
potentially be obtained (Becerra-Fernandez, 2004; Alan, 2014).
Knowledge management is the process through which hotels generate value
from their intellectual property and knowledge-based assets. It is viewed as the
intersection between people, processes and technology (Thuraisingham, 2010).
Knowledge has to be managed because of that: Market places were increasingly
competitive and the rate of innovation was rising. Reductions in staffing created
a need to replace informal knowledge with formal methods. Competitive
pressures reduced the size of the work force that holds valuable business
knowledge. The amount of time available to experience and acquire knowledge
had diminished. Early retirements and increasing mobility of the work force lead
to loss of knowledge. There was a need to manage increasing complexity as
small operating hotels were transnational sourcing operations. Changes in
strategic direction might result in the loss of knowledge in a specific area
(Filemon and Urirate, 2008). Key differences between information management
and knowledge management:
1. Interplay between information and knowledge: Information can easily, organized and distributed whereas knowledge resides in one’s mind (human centric).

2. Information Management (IM) and KM Projects: different scopes, approaches and measurement systems KM rely on the willingness of individuals whereas IM rely on technical achievement to enable knowledge sharing.

3. Organizational learning and KM organization can learn through self-knowledge, dialogue and reuse the existing knowledge into new information.

4. Broad concepts of KM time, context, transformations and dynamics, social space and knowledge culture.

5. Protecting intellectual capital: IM and KM Perspectives IM used firewall, permission and access level whereas KM used retention policies and circulation of knowledge “senior to junior” (Groff and Jones, 2003; Milovanović, 2006).

There were two levels of knowledge within the hotel: explicit knowledge and tacit knowledge. Explicit knowledge was articulated knowledge and it could be embodied in the form of documents, standard operating procedures, and blueprints. Tacit knowledge included the intuition, perspectives, beliefs, and values that people form as the result of their interactions and experiences (Hall and Adriani, 2002; Rosmah et al., 2008).

The Relation between knowledge Management and the Quality of services

Wyckoff (2001) highlighted that quality was the degree of excellence for what is intended add to this a controlled variation in order to achieve that excellence, where the end result is meeting guest requirements. While Schroeder (2004) stated that quality was meeting and exceed guest requirements now and in the future." This means that the product or service is fit for the guest's use. Fitness for use has related to benefits received by the guest and to guest satisfaction. Only the guest, not the producer, could determine it. Stutts and Wortman (2006) added that quality could be defined as "The consistent delivery of product and services according to expected standards. King and Ronald (2006) stated that the other half of the definition of quality is "doing things right." Doing things right simply means meeting guests' needs and expectations reduced cost. Quality is the major driver of overall satisfaction, while price and service tied for second place. Providing consistent quality service has become a challenge for the hospitality industry (Seidman and Johnson, 2002). Quality can both improve revenues and reduce costs. The cost of quality measures the lack of conformance to guest requirements. Quality costs can be convention or appraisal. Failure costs may be due to internal or external failures (Schroeder, 2004).
The Relation between knowledge Management and Guest Satisfaction

Satisfaction is similar to attitude, as it characterizes the sum of several aspect satisfaction judgments; satisfaction is a transaction specific measure; and a purchase result, guests compare costs with anticipated value when guest are rewarded with a satisfying experience, they are encouraged to return to the same destination next time a need to purchase the same objective is evoke. Satisfaction is the reaction to the deference between what guest expectations and perceptions (Parasuraman et al., 1988; Bolton and Drew, 1991; Andersen and Sullivan, 1993; Zineldin, 2000).

Guest satisfaction is a result of varying intensity; with a time-specific point of determination and limited duration; and direct toward focal aspects of hospitality services success. Guest satisfaction level is an evaluation or a condition of feelings toward the hospitality services (Giese and Cote, 2000; Olsen et al., 2005). Moreover, the guest satisfaction has been found to have a direct effect on achieving sales targets Guest satisfaction is an important issue for hotels. Being a winner or loser is based on the percentage of guests that they have retained. Guest is one of the most important stakeholders in any hotel because, without the guest, the hotel probably never succeed (Tsiotsou, 2006; Houshang et al., 2013).

The Loyalty concept may be understood as the guest expectations or the tendency to repurchase the hospitality services. The results show that a higher satisfaction leads to greater levels of loyalty and increasing sales (Auh and Johnson, 2005; Joel and Carmina, 2008). The benefits of guest satisfaction include revenues increase; reduce guest-related transaction costs and reductions in price elasticity among repeat guests. Guest satisfaction can influence guest loyalty which in turns increases profit. Guest satisfaction, loyalty, and likelihood of referral are central to identify service quality for the hospitality marketers (Lewin, 2009; Davoud and Hamed, 2012; Coker, 2013).

Staff Satisfaction Impact on Service Quality and Customer Satisfaction

Netemeyer et al., (1997) agreed with Rogers et al., (1994) in that Employee satisfaction directly impacts the mood and manner in which the service is performed and hence affecting the service quality experienced by the customer. Extensive studies suggested that job satisfaction plays a crucial role in sustaining the performance of service employees in the workplace, hence the service quality provided to customers.

Crosby (1994) mentioned that if employees are truly motivated by a desire to do quality work that meets customer needs, customer satisfaction will happen so there is a strong linkage between employee and customer satisfactions. Therefore, Matzler and Renzl (2007) indicated that literature further suggests that employee retention and customer retention are closely correlated. Employees who are happy...
and satisfied with their work environment are more likely to stay with the company. This is likely to result in lower turnover and therefore a better financial performance due to decreasing cost of attracting and training new employees.

Heskett et al., (1997) illustrated that providing employees with a superior internal working environment is likely to lead to satisfied employees who are both loyal to the organization and able to provide the customer with an excellent service experience. These loyalty behaviors will generate both market share and profitability increases for the service firm. Gregoire (2010) stated that when there is internal service quality through workplace design, design, and employee recognition, the organization will have more satisfied employees. When employees are more satisfied, they will be more productive and are more likely to stay with the organization. These satisfied employees give better customer service, which results in more satisfied and loyal customers. Having satisfied and loyal customers will increase an organization's revenue and profitability.

Chiselli (2011) agreed with Hinkin and Tracy (2000) in that, it has long been established that employees who are dissatisfied on the job are more likely to leave than those who are satisfied. Also there was relationship between job satisfaction and turnover. Satisfied workers are more likely to stay, and dissatisfied workers are more likely to quit their jobs.

The Knowledge Management Practices
Knowledge leading assets such as ideas, practices, skills, know-how, know-what, relationships and innovations that arise from the creation of intellectual capital, have become a pre-eminent economic resource and the basics for competitive advantage. Knowledge has become more important to the hotels than financial and physical assets. Knowledge application is the process where knowledge is converted into actionable knowledge (Lee and Yang, 2002; Stewart, 2002; Rosmahet al., 2008). Technologies supporting direction include experts’ knowledge implanted in expert systems and decision support systems that facilitate routines are expert systems; Organizational structures can facilitate KM through communities of practice. The IT infrastructure includes data processing, storage, and communication technologies and systems (Becerra-Fernandez al., 2004).

Knowledge Management Examples
Measuring Learning and growth perspective intangibles and sharing metrics for large organizations (Thuraisingham, 2010).

- **The Balanced Scorecard**
  - Employee capabilities: Measuring the following.
    - Employee satisfaction.
- Employee retention.
- Employee productivity.

- Information system capabilities:
  - Whether each employee segment has information to carry out its operations.

- Motivation and empowerment:
  - Suggestions made and implemented.
  - Improvement.
  - Team performance.

- Measuring Intangibles and Intellectual Capital
  - External to an organization, internal to the organization, and individual.
  - Develop an approach to measure the intangible assets.
  - Measure the intangible assets.
  - Link to financial assets.
  - Knowledge managers and economists have to work together to determine the indicators.

- Knowledge Sharing Metrics
  - Number of shared documents published.
  - Number of improvement suggestions made.
  - Number of patents approved.
  - Number of presentations made.
  - Number of web page hits.
  - Number of subscriptions to journals.
  - Number of members in discussion lists.
  - Number of conferences attended.
  - Number of times advice is sought.

Methodology
Survey: The field study accomplished through survey by personal visits, phone calls, social media networks, emails, and fax. A survey was carried out on (30 Egyptian five and four star hotels in Cairo, South Sinai, and Red sea to know which implement or use the knowledge management.

Data collection: A self-administered questionnaire, which is including the management expectations about the knowledge management and its effect on guest satisfaction. The data was collected through the 1st 2015 quarter.

The Sample Population: The study was conducted on a sample of thirty Egyptian hotels. The chosen of the hotels were due to variety of the locations. The hotels samples are as follows in table (1).
Table 1: the Sample Population

<table>
<thead>
<tr>
<th>No.</th>
<th>Hotel name</th>
<th>Hotel category</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Citadel Azur Resort Sahl Hasheesh.</td>
<td>5</td>
<td>Hurghada</td>
</tr>
<tr>
<td>2.</td>
<td>Hilton Hurghada Long Beach Resort.</td>
<td>5</td>
<td>Hurghada</td>
</tr>
<tr>
<td>3.</td>
<td>Holiday Village Red Sea.</td>
<td>5</td>
<td>Hurghada</td>
</tr>
<tr>
<td>4.</td>
<td>Sindbad Club.</td>
<td>5</td>
<td>Hurghada</td>
</tr>
<tr>
<td>5.</td>
<td>SUNRISE Grand Select Crystal Bay Resort.</td>
<td>5</td>
<td>Hurghada</td>
</tr>
<tr>
<td>6.</td>
<td>Magic Life Resort.</td>
<td>5</td>
<td>Hurghada</td>
</tr>
<tr>
<td>7.</td>
<td>Royal Grand Azur.</td>
<td>5</td>
<td>Hurghada</td>
</tr>
<tr>
<td>8.</td>
<td>Sea Life Hotel.</td>
<td>4</td>
<td>Hurghada</td>
</tr>
<tr>
<td>9.</td>
<td>Coral Sea Holiday Village.</td>
<td>4</td>
<td>Hurghada</td>
</tr>
<tr>
<td>10.</td>
<td>Mercure.</td>
<td>4</td>
<td>Hurghada</td>
</tr>
<tr>
<td>11.</td>
<td>Sea Gull Resort.</td>
<td>4</td>
<td>Hurghada</td>
</tr>
<tr>
<td>12.</td>
<td>Moevenpick.</td>
<td>5</td>
<td>Sharm El Sheikh</td>
</tr>
<tr>
<td>13.</td>
<td>Maritime jolie Ville.</td>
<td>5</td>
<td>Sharm El Sheikh</td>
</tr>
<tr>
<td>14.</td>
<td>Marriott Renaissance.</td>
<td>5</td>
<td>Sharm El Sheikh</td>
</tr>
<tr>
<td>15.</td>
<td>Coral Sea Imperial (Sensatori).</td>
<td>5</td>
<td>Sharm El Sheikh</td>
</tr>
<tr>
<td>16.</td>
<td>SAVOY Sharm El Sheikh Hotel.</td>
<td>5</td>
<td>Sharm El Sheikh</td>
</tr>
<tr>
<td>17.</td>
<td>Pyramisa Sharm El Sheikh.</td>
<td>5</td>
<td>Sharm El Sheikh</td>
</tr>
<tr>
<td>18.</td>
<td>Stella di Mare.</td>
<td>5</td>
<td>Sharm El Sheikh</td>
</tr>
<tr>
<td>19.</td>
<td>Sheraton Sharm El Sheikh, Resort, Villas.</td>
<td>5</td>
<td>Sharm El Sheikh</td>
</tr>
<tr>
<td>20.</td>
<td>El Hayat Sharm Hotel.</td>
<td>4</td>
<td>Sharm El Sheikh</td>
</tr>
<tr>
<td>21.</td>
<td>Faraana Sharm El Sheikh.</td>
<td>4</td>
<td>Sharm El Sheikh</td>
</tr>
<tr>
<td>22.</td>
<td>Radisson Blu Resort Sharm El Sheikh.</td>
<td>4</td>
<td>Sharm El Sheikh</td>
</tr>
<tr>
<td>23.</td>
<td>Laguna Vista Beach Resort.</td>
<td>4</td>
<td>Sharm El Sheikh</td>
</tr>
<tr>
<td>24.</td>
<td>Marriott El Zamalek.</td>
<td>5</td>
<td>Cairo</td>
</tr>
<tr>
<td>25.</td>
<td>Fairmont Heliopolis &amp; Towers Hotel.</td>
<td>5</td>
<td>Cairo</td>
</tr>
<tr>
<td>26.</td>
<td>Grand Nile Towers.</td>
<td>5</td>
<td>Cairo</td>
</tr>
<tr>
<td>27.</td>
<td>Kempenski.</td>
<td>5</td>
<td>Cairo</td>
</tr>
<tr>
<td>28.</td>
<td>Safir Cairo.</td>
<td>5</td>
<td>Cairo</td>
</tr>
<tr>
<td>29.</td>
<td>Pyramisa.</td>
<td>4</td>
<td>Cairo</td>
</tr>
<tr>
<td>30.</td>
<td>Novotel 6 October.</td>
<td>4</td>
<td>Cairo</td>
</tr>
</tbody>
</table>

Study Instrument reliability

For all scales, Cranach alpha correlation coefficient was calculated to determine the internal consistency of the scale. Reliability coefficient of 0.70 or higher is considered "acceptable" in most social science situations. The Cranach Alpha reliability was computed and the tests showed that the reliability coefficients for all the instruments were above 0.98, which indicates that the instrument is reliable for being used. Cronbach alpha for all survey instruments is shown in the following table 2:
Table 2: Reliability Statistics

<table>
<thead>
<tr>
<th>Cronbach's Alpha</th>
<th>No. of Items</th>
<th>No of Item questionnaire</th>
</tr>
</thead>
<tbody>
<tr>
<td>.989</td>
<td>30</td>
<td>180</td>
</tr>
</tbody>
</table>

**Results analysis**

The total numbers of questionnaire sample distributed through (hotels, hotels mails and social media networks) were (200), only (180) samples were correctly received and ready to be analyzed. On order to Assess knowledge management as a tool to ensure quality of services and increasing guest satisfaction in the Egyptian hotels through the manager opinions regarding the knowledge management in hotels.

**Analyzing the Twenty Five Variables Found in the First Question According to Likart Scale:**

Table (3) showed managers’ perceptions toward knowledge management. For the following items with from 1 to 5 Likert scale. Where (1) means strongly disagree (5) is strongly agree. **Prior to testing the hypotheses**, it is important to establish the reliability of each of the items used in this study. Means and standard deviation used to measure the reliability:
Table 3: Management perceptions toward knowledge management (n = 180)

<table>
<thead>
<tr>
<th>No.</th>
<th>Scale Item</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Weighted Average (%)</th>
<th>Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Knowledge management is used for your hotel information to ensure quality of services.</td>
<td>10 6</td>
<td>10 6</td>
<td>26 14</td>
<td>51 28</td>
<td>83 46</td>
<td>4.0389</td>
<td>1.15485</td>
<td>77.44</td>
<td>9</td>
</tr>
<tr>
<td>2.</td>
<td>Knowledge management affects on guest desires to book your hotel.</td>
<td>20 11</td>
<td>21 12</td>
<td>40 22</td>
<td>31 17</td>
<td>68 38</td>
<td>3.5889</td>
<td>1.38140</td>
<td>75.78</td>
<td>12+</td>
</tr>
<tr>
<td>3.</td>
<td>Service quality is shown through knowledge management has impacted guest satisfaction in your hotel.</td>
<td>10 6</td>
<td>31 17</td>
<td>40 22</td>
<td>36 20</td>
<td>63 35</td>
<td>3.6167</td>
<td>1.27404</td>
<td>63.44</td>
<td>22+</td>
</tr>
<tr>
<td>4.</td>
<td>The hotel provides care and ensures quality of services to the guests through knowledge management.</td>
<td>10 6</td>
<td>20 11</td>
<td>21 12</td>
<td>61 34</td>
<td>68 37</td>
<td>3.8722</td>
<td>1.19604</td>
<td>74.33</td>
<td>14</td>
</tr>
<tr>
<td>5.</td>
<td>Knowledge management increase positively expectations of the services that are provided your hotel.</td>
<td>5 2</td>
<td>20 11</td>
<td>46 25</td>
<td>46 25</td>
<td>63 35</td>
<td>3.7889</td>
<td>1.12359</td>
<td>80.33</td>
<td>5+</td>
</tr>
<tr>
<td>6.</td>
<td>The hotel use the quality of services in hotel pricing comparability regarding value-based pricing.</td>
<td>30 17</td>
<td>41 23</td>
<td>30 17</td>
<td>26 14</td>
<td>53 29</td>
<td>3.1722</td>
<td>1.48298</td>
<td>73.44</td>
<td>18</td>
</tr>
<tr>
<td>7.</td>
<td>The hotel use customers and agents database to track records.</td>
<td>10 6</td>
<td>25 14</td>
<td>37 21</td>
<td>42 23</td>
<td>66 37</td>
<td>3.7167</td>
<td>1.24746</td>
<td>81.56</td>
<td>4</td>
</tr>
<tr>
<td>8.</td>
<td>Knowledge management affects your satisfaction directly.</td>
<td>9 5</td>
<td>11 6</td>
<td>31 17</td>
<td>46 26</td>
<td>83 46</td>
<td>4.0167</td>
<td>1.15539</td>
<td>85.22</td>
<td>2</td>
</tr>
<tr>
<td>9.</td>
<td>Knowledge management allows guests to engrave recommendations that influence prospective</td>
<td>15 8</td>
<td>10 6</td>
<td>36 20</td>
<td>77 43</td>
<td>42 23</td>
<td>3.6722</td>
<td>1.14253</td>
<td>64.78</td>
<td>21</td>
</tr>
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</tr>
<tr>
<td>10.</td>
<td>Customer satisfaction is a pleasurable level of meeting expectations</td>
<td>5</td>
<td>3</td>
<td>5</td>
<td>3</td>
<td>31</td>
<td>17</td>
<td>69</td>
<td>38</td>
<td>70</td>
</tr>
<tr>
<td>11.</td>
<td>Staff satisfaction is essential to summit guest expectations as regards the quality of service.</td>
<td>10</td>
<td>6</td>
<td>5</td>
<td>3</td>
<td>21</td>
<td>12</td>
<td>36</td>
<td>20</td>
<td>108</td>
</tr>
<tr>
<td>12.</td>
<td>Hotel ensures that service performance meets standards.</td>
<td>20</td>
<td>11</td>
<td>21</td>
<td>12</td>
<td>71</td>
<td>39</td>
<td>32</td>
<td>18</td>
<td>36</td>
</tr>
<tr>
<td>13.</td>
<td>Hotel determines what customers expect.</td>
<td>10</td>
<td>6</td>
<td>25</td>
<td>14</td>
<td>31</td>
<td>17</td>
<td>57</td>
<td>32</td>
<td>57</td>
</tr>
<tr>
<td>14.</td>
<td>Selection of employees is based on experience and academic. Tacit knowledge is high amongst employees.</td>
<td>10</td>
<td>6</td>
<td>31</td>
<td>17</td>
<td>45</td>
<td>25</td>
<td>41</td>
<td>23</td>
<td>53</td>
</tr>
<tr>
<td>15.</td>
<td>Hotel Ensures that there is a departmental briefing before every shift.</td>
<td>10</td>
<td>6</td>
<td>20</td>
<td>11</td>
<td>46</td>
<td>26</td>
<td>46</td>
<td>26</td>
<td>58</td>
</tr>
<tr>
<td>16.</td>
<td>Hotel encourages employees to give ideas and suggestions to enhance customers' satisfaction.</td>
<td>15</td>
<td>8</td>
<td>15</td>
<td>8</td>
<td>11</td>
<td>6</td>
<td>50</td>
<td>28</td>
<td>89</td>
</tr>
<tr>
<td>17.</td>
<td>The hotel exploits their knowledgeable capital using different knowledge management practices.</td>
<td>15</td>
<td>8</td>
<td>36</td>
<td>20</td>
<td>35</td>
<td>19</td>
<td>31</td>
<td>17</td>
<td>63</td>
</tr>
<tr>
<td>18.</td>
<td>Reliability is a service quality dimensions.</td>
<td>5</td>
<td>3</td>
<td>15</td>
<td>8</td>
<td>26</td>
<td>14</td>
<td>62</td>
<td>34</td>
<td>72</td>
</tr>
<tr>
<td>19.</td>
<td>Responsiveness is a service quality dimensions.</td>
<td>10</td>
<td>6</td>
<td>15</td>
<td>8</td>
<td>21</td>
<td>12</td>
<td>67</td>
<td>37</td>
<td>67</td>
</tr>
<tr>
<td>20.</td>
<td>Assurance is a service quality dimensions.</td>
<td>10</td>
<td>6</td>
<td>15</td>
<td>8</td>
<td>26</td>
<td>14</td>
<td>67</td>
<td>37</td>
<td>62</td>
</tr>
<tr>
<td>21.</td>
<td>Empathy is a service quality dimensions.</td>
<td>5</td>
<td>3</td>
<td>20</td>
<td>11</td>
<td>37</td>
<td>21</td>
<td>67</td>
<td>37</td>
<td>51</td>
</tr>
<tr>
<td>22.</td>
<td>Tangible is a service quality dimensions.</td>
<td>0</td>
<td>0</td>
<td>51</td>
<td>28</td>
<td>20</td>
<td>11</td>
<td>41</td>
<td>23</td>
<td>78</td>
</tr>
<tr>
<td>23.</td>
<td>There is a relationship between customer expectations, service quality and customer satisfaction.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>15</td>
<td>8</td>
<td>42</td>
<td>23</td>
<td>123</td>
</tr>
<tr>
<td>24.</td>
<td>Egyptian Hotels should be aware of the effect of knowledge management.</td>
<td>5</td>
<td>3</td>
<td>15</td>
<td>8.3</td>
<td>21</td>
<td>12</td>
<td>45</td>
<td>25</td>
<td>94</td>
</tr>
<tr>
<td>25.</td>
<td>Egyptian Hotels should implement a Service Satisfaction Information System.</td>
<td>10</td>
<td>6</td>
<td>31</td>
<td>17</td>
<td>40</td>
<td>22</td>
<td>20</td>
<td>11</td>
<td>79</td>
</tr>
</tbody>
</table>
- Concerning the Knowledge management is used for your hotel information to ensure quality of services., the Managers perceptions in the investigated hotels came as follows: 46 % of the managers reported that this item was totally agree; 51 % of them mentioned that it was agree, 26% of them illustrated that it was neutral, 10% of them indicated that it was disagree, 10% stated that it was totally disagree,(77.44%) were as weighted average, with a mean (4) and std. deviation (1.2).

- Regarding the Knowledge management were affected guest desires to book the Egyptian hotels., the managers perceptions in the investigated hotels came as 38 % of the managers reported that this item was totally agree; 17 % of them mentioned that it was agree, 22% of them illustrated that it was neutral, 21% of them indicated that it was disagree, 20% stated that it was totally disagree,(75.78%) were as weighted average with a mean (3.6) and std. deviation (1.4).

- In terms of the Service quality is shown through knowledge management has impacted guest satisfaction in your hotel., the managers perceptions in the investigated hotels came as follows: 35 % of the managers reported that this item was to tally agree; 20 % of them mentioned that it was agree, 22% of them illustrated that it was neutral, 17% of them indicated that it was disagree, 6% stated that it was totally disagree, with weighted average (63.44%) , a mean (3.6) and std. deviation (1.3).

- In accordance to the hotel provides care and ensures quality of services to the guests through knowledge management, reflected strongly agreed with a ratio 37% and 34 % agreed, with weighted average (73.44 %), a mean (3.9) and std. deviation (1.2).

- Item no.5 reflected that strongly agreed with a ratio (35 %) to each one assured that the majority of the total sample was strongly agreed about knowledge management increase positively expectations of the services that are provided in their hotels,(80.33%) were as weighted average with a mean (3.8) and std. deviation (1.1).

- Concerning the hotel use the quality of services in hotel pricing comparability regarding value-based pricing, the managers perceptions in the investigated hotels came as follows: 29 % of the managers reported that this item was totally agree; 23 % of them mentioned that it was Disagree, with weighted average (73.44 %), with a mean (4) and std. deviation (1.4).

- In item no 7, (81.56 %) were as agreed weighted average referred to the hotel use customers and agents database to track records, SD was (1.3) and M (3.7).

- About (85.22%) were as acceptance weighted average in the Knowledge management affects their satisfaction directly. M was (4) and SD (1.2).
- In item no 9, (64.78%) were as agree weighted average of that Knowledge management allows guests to engrave recommendations that influence prospective visitors by using customer feedback. with M (3.7) and SD was (1.1).

- Concerning Customer satisfaction is a pleasurable level of meeting expectations, results showed that (74%) were as agree weighted average. M was (4.1) and SD (1).

- Item no. (11) Referred to (70.67%) were as agree weighted average of Staff satisfaction is essential to summit guest expectations as regards the quality of service. M was (4.3) and SD (1.1).

- In item no (12), (73.56%) were as weighted average concerning hotel ensures that service performance meets standards, with SD (1.2) and M (3.2).

- Concerning the hotel determines what customers expect; results showed that (80.33 %) were as agree weighted average, SD (1.2) and M (3.7).

- Regarding the Selection of employees is based on experience and academic. Tacit knowledge is high amongst employees, (70.11 %) were as agree weighted average, SD (1.2) and M (3.5).

- In item no. (15) About (80.11%) were as agree weighted average concerning hotel ensures that there is a departmental briefing before every shift, SD was (1.2) and M (3.7).

- Item no. (16). Referred to (78.44%) were as agree weighted average regarding Hotel encourages employees to give ideas and suggestions to enhance customers' satisfaction. SD (1.3) and M was (4).

- Concerning the hotel exploits their knowledgeable capital using different knowledge management practices, (77.33%) were as agree weighted average, with SD (1.4) and M (3.5).

- In item no 18, (75.44 %) were as agree weighted average referred to reliability is a service quality dimensions, SD was (1.1) and M (4).

- About (79.56%) were as agree weighted average in that responsiveness is a service quality dimensions. M was (3.9) and SD (1.2).

- Concerning assurance is a service quality dimensions, results showed that (92%) was as agrees weighted average. M was (3.9) and SD (1.1).

- In item no (21), (83.11%) were as agree weighted average of that empathy is a service quality dimensions. with M (3.8) and SD was (1.1).

- Item no. (22), Referred to (74.11%) were as agree weighted average of the Tangible is a service quality dimensions. M was (4) and SD (1.1).

- In item no 23, (77.44%) were as agree weighted average concerning hotel reputation, with SD (.6) and M (4.6).
- Item no. (24), Referred to (75.78%) were as agree weighted average of the Egyptian hotels should be aware of the effect of knowledge management. M was (4.2) and SD (1.1).
- Finally, (63.44%) were as agree weighted average referred to Egyptian Hotels should implement a Service Satisfaction Information System. M was (3.7) and SD was (1.3).

**Ranking knowledge management acceptance**

Concerning the knowledge management acceptance, the results as shown in tables (3) refers to:

- Assurance is a service quality dimensions were considered the highest level factor with weighted average (92), followed by knowledge management affects managers’ satisfaction directly in the second position by weighted average (85.22). While, empathy is a service quality dimensions achieved the third position by weighted average (83.11).
- On the other side the Service quality is shown through knowledge management has impacted guest satisfaction in the Egyptian hotels and Egyptian hotels should implement a service satisfaction information system considered the lowest level factors by weighted average (63.44).

**Question No. 2 and 3: The demographic data and Educational Level analysis**

This information was useful in understanding the nature of Egypt hotels managers' profiles. Results are presented in table (4).

Table 4: Distribution of the studied Handlers according to demographic data

<table>
<thead>
<tr>
<th>Demographic data</th>
<th>No.</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Age</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Under 20 years</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>From 20 to 40 years</td>
<td>118</td>
<td>65</td>
</tr>
<tr>
<td>Over 40 years old</td>
<td>57</td>
<td>32</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>180</td>
<td>100</td>
</tr>
<tr>
<td><strong>Sex</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>161</td>
<td>89</td>
</tr>
<tr>
<td>Female</td>
<td>19</td>
<td>11</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>180</td>
<td>100</td>
</tr>
<tr>
<td><strong>Educational Level</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technical School</td>
<td>15</td>
<td>8</td>
</tr>
<tr>
<td>University or higher institute education</td>
<td>115</td>
<td>64</td>
</tr>
<tr>
<td>Postgraduate studies (Master or PhD)</td>
<td>41</td>
<td>23</td>
</tr>
<tr>
<td>Others</td>
<td>9</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>180</td>
<td>100</td>
</tr>
</tbody>
</table>
Data indicated that concerning the ages (65%) of the respondents were from (20) to (40) years old indicated that, they are youth, most of the respondents were male (89%). Finally, Data showed that most of them were having high education (64%), that referred to they have the ability to learn and good mentality.

**Question No. 4:**
Table 5: Managers’ knowledge about the impact of the knowledge management

<table>
<thead>
<tr>
<th>Answers</th>
<th>Frequency</th>
<th>Percent</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am fully aware</td>
<td>20</td>
<td>11.1</td>
<td>2.3500</td>
<td>.81518</td>
<td>3</td>
</tr>
<tr>
<td>I know about the most significant impacts</td>
<td>96</td>
<td>53.3</td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>I know little about this.</td>
<td>45</td>
<td>25.0</td>
<td></td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>I know nothing</td>
<td>19</td>
<td>10.6</td>
<td></td>
<td></td>
<td>4</td>
</tr>
<tr>
<td>Total</td>
<td>180</td>
<td>100.0</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table (5) showed that regarding the level of managers’ knowledge about the impact of the Knowledge management to ensure quality of services and increasing staff and guest satisfaction that the hotel uses data showed that most of the respondents (53%) were know about the most significant impacts, and (25%) were know little about this While (11%) were fully aware and (10.6 %) know nothing about knowledge management. This indicates that there is good awareness regarding the knowledge management, with Mean (2.3500) and Std. Deviation (.81518).

**Question No. 5:**
Table 6: Knowledge management as a tool to ensure quality of services

<table>
<thead>
<tr>
<th>Answers</th>
<th>Frequency</th>
<th>Percent</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not yet</td>
<td>29</td>
<td>16.1</td>
<td>3.0167</td>
<td>1.05954</td>
<td>3</td>
</tr>
<tr>
<td>Sometimes</td>
<td>12</td>
<td>6.7</td>
<td></td>
<td></td>
<td>4</td>
</tr>
<tr>
<td>I confident</td>
<td>66</td>
<td>36.7</td>
<td></td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Completely confident</td>
<td>73</td>
<td>40.6</td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td>180</td>
<td>100.0</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table (6) showed that most of the respond are completely confident with average (41%) and (37%)were confident this indicate that there is confidents regarding knowledge management as a tool to ensure quality of services and increasing guest satisfaction, with Mean (3.0167) and Std. Deviation (1.05954).
Testing the hypotheses
Research hypotheses were tested using Pearson product-moment correlation coefficient. Preliminary analyses were performed to ensure no violation of assumptions’ of normality and linearity. There were strong correlations between all the proposed relations in the conceptual model with (r) values ranging from (.703 to .898), (P< .005) and the obtained correlation value were in the expected positive direction. Based on the results of Pearson correlation analysis which represent proposed linear relationships, all the research hypotheses were fully supported as shown in table (7):

Table 7: Summary of correlation analysis and hypotheses testing

<table>
<thead>
<tr>
<th>Hypothesized correlation</th>
<th>Pearson correlation(r)</th>
<th>Hypothesis</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1: Applying the knowledge management in the Egyptian hotels Vs the hotel performance.2 vs. 4</td>
<td>.898**</td>
<td>Supported</td>
</tr>
<tr>
<td>H2: Adapting appropriate system of knowledge management Vs quality of services.(1 vs. 4)</td>
<td>.930**</td>
<td>Supported</td>
</tr>
<tr>
<td>H3: Creating knowledge management practices Vs guest satisfaction. (3 vs. 4)</td>
<td>.903**</td>
<td>Supported</td>
</tr>
</tbody>
</table>

Note: ** Correlation is significant at the 0.001 level (2-tailed).

Conclusion
Egyptian Hotels should implement a Service Satisfaction Information System overlapping with the knowledge management because it has been proved that:

- The Knowledge management is used for ensure quality of services.
- Knowledge management was affect guest desires to book the Egyptian hotels.
- Knowledge management impacted on guest satisfaction in the hotels.
- Knowledge management ensures quality of services to the guests.
- Knowledge management increase positively expectations of the services that are provided in the hotels.
- Knowledge management was affected staff satisfaction directly.
- Knowledge management ensures that service performance meets standards.

Recommendations
The study recommends the need to activate the knowledge management in Egyptian hotels; the research has recommended a plan that correspond hotels’ management and authorized ministries:

1st: Recommendations Related to Authorized Associations: The Ministry of Tourism has to issue a decree for specifying Knowledge management-sharing activities depend on the voluntary participation of employees. Therefore,
management should be sensitive to the knowledge activities that are already
going on within the company and seek mean to support them.

2nd : Recommendations Related to Egyptian Hotels’ Hotels management in
Egypt should direct some of their budgets to provide staff with continuous
training about knowledge management models because employees who see
benefit in KM have a hard time changing the corporate culture accordingly.

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الملخص العربي

إدارة المعرفة بأعتبارها أداة لضمان جودة الخدمات وزيادة رضاء العملاء في الفنادق المصرية

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أحمد محمد عاطف2

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إدارة المعرفة الآن تعد أحد الاستراتيجيات الحديثة الأكثر أهمية بالنسبة للشركات. وقد عرفها (ياسين 2002) المعرفة هي أساس القدرة في عملية خلق الأفكار وتحقيق مستويات عالية من الجودة والأبداع التقني بل هو ضرورة لتنفيذ الأنشطة الإدارية بكفاءة وفعالية. وتعمل مع الأصول الثابتة ومع كافة الموارد (العنصر البشري والأدوات والتسهيلات)، وذلك لتنقل الوقت اللازم لتطوير المنتج، وتحسين خدمة الضيوف، وتمكين الموظفين والابتكار وتقديم منتجات ذات جودة عالية، وتعزيز المرونة، والحصول على المعلومات، وخلق المعرفة والمشاركة والتعلم. لا شيء من هذا ممكن من دون التركيز المستمر على تطوير وتحديث وتوازن وجودة واستخدام المعرفة من قبل فريق العمل والنشأة وسوق. هناك عدد من
مطالبات التي تدفع المنظمات الرائدة للقيام بهدف إدارة المعرفة: تاحة زيادة المحتوى المعرفي في تطوير وتقديم المنتجات والخدمات - تسهيل إدارة الأبتكار والتعلم التدريبي - الأسئلة من خبرات الناس في جميع أنحاء المنظمة - زيادة الاتصال بين الأفراد الداخلي والخارجي - حل المشكلات المستعرضية.

الأهداف: يهدف هذا البحث إلى تسليط الضوء على أهمية إدارة المعرفة في الفنادق المصرية وسياستها في توعية فريق العمل إلى أهمية ممارسات إدارة المعرفة من حيث تعزيز أهمية المعرفة والمعلومات في زيادة فعالية الفنادق المصرية لضمان جودة الخدمة وزيادة رضاء النزلاء. المنهجية: أجريت دراسة استقصائية على 30 فندق من الفنادق المصرية في القاهرة وجنوب سيناء والبحر الأحمر من خلال إجراء استبيان مع مدير الاقسام المختلفة كالموارد البشرية والأغذية والمشروبات والشرائح الداخلي واللحصول على المعلومات من خلال الزيارات الشخصية والمكالمات الهاتفية ورسائل البريد الإلكتروني والفاكس. وركز الاستبيان على توقعات الإدارة عن إدارة المعرفة وأثرها على المعرفة وسرعة النزلاء، والبيانات التي تم جمعها من الفنادق استخدمت تحليل وصفي لاستبيان باستخدام برنامج التحليل الإحصائي SPSS النسخة 18 وأظهرت النتائج المساهمة الرئيسية لهذا البحث على ضروره فاعلية إدارة المعرفة في تقييم القرارات وضمان الجودة، وزيادة رضاء النزلاء في الفنادق المصرية. النتائج: توحيد الدراسة بضرورة تعزيز إدارة المعرفة في الفنادق المصرية وتعامل الفنادق مع الموظفين. التوصيات: توصي الدراسة بضرورة تعزيز إدارة المعرفة في الفنادق المصرية من خلال تقديم الدعم و الاهتمام بالتطبيق الفعلي للأنشطة داخل الشركات. ويرجى من إدارة الفنادق أن تختصص بعض من ميزانياتها لتوزيد للموظفين بالتدريب المستمر حول نماذج إدارة المعرفة للموظفين الذين يرون فائدة في إدارة المعرفة يجدون تغيير في ثقافة الشركات وفقا لذلك.

الكلمات الدالة: إدارة المعرفة - رضاء العملاء - الجودة.