

REVIEW ARTICLE

The Adoption of Administrative Knowledge Management in Advancing Tourism and Hospitality Sector Performance and Sustainability

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Abstract

The modern business environment is rapidly changing and generating unpredictable competitive challenges. Tourism and hospitality industry is specifically vulnerable to such unplanned changes and forced to respond in quick time to address detrimental business situations. It is known for a long time that competitiveness in the global market depends on the organization's ability to capitalize on its intellectual and knowledge-based assets. In that sense, knowledge is recognized as fairly potent asset supporting organizations and the entire tourism industry in creating an efficient model for achieving competitive advantage and realizes their desired business performance. The Tourism and Hospitality industry has been exposed to turbulent business environment as a result of the unstable economic challenges affecting the Nigerian economy. In this unpredictable environment, thinking smart creates sustainability hence the study aims to leverage the appropriateness of administrative knowledge management adoption as a survival strategy to enhance performance in the Tourism and Hospitality industry. The research was prompted by the observation that, despite Nigerian leapfrogging in the tourism sector from the time of multi-currency, the country remains essentially a consumer nation with nothing to show on the knowledge based economy. The authors explored relevant literature to systematically examine the significance of incorporating administrative knowledge management concept in the hospitality and tourism sector in Nigeria. The main findings are that Lack of application of administrative knowledge management system and inadequate adoption of the ICT is affecting knowledge sharing and utilization to take place. In addition, the study revealed that Poor knowledge management comes from lack of clear human resource management procedures, lack of policies for management of intellectual capital and lack of learning culture and organizational structures in the Tourism and Hospitality industry. The authors therefore recommended that the Nigerian tourism and hospitality industry should make deliberate and intentional efforts at improving the adoption of administrative knowledge management, align knowledge management with rewards, support knowledge sharing culture, teamwork and reduce bureaucratic structures in other to enhance their level of performance.

Keywords: Administrative Knowledge Management, Intellectual Capital Security, Tourism, Hospitality Sector Performance.

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1. Introduction

Administrative knowledge or office knowledge is the knowledge used in conjunction with the support operations in an organization. Systems managing this knowledge are referred to as extended office systems (EOSs). EOSs will be used to support knowledge exchanges in organizations. The explicit management of organizational knowledge or knowledge management is increasingly a competitive response in many organizations (Prusak, 2017). Knowledge can exist implicitly in the form of mental schemas, shared metaphors and experiences or explicitly in the form of documents, procedures and job descriptions (Walsh & Ungson, 2021; Lyles & Schwenk, 2022). Much of the knowledge management literature has focused on the methods to manage the implicit type of knowledge, and includes case studies, assessment techniques and organizational processes (Martiny, 2018).

Administrative knowledge management (administrative knowledge management) has established itself as a key part of many organizations, the process of creating value from an organization's intangible assets (Liebowitz, 1999). It deals with how best to leverage knowledge internally in the organization and externally to the customers and stakeholders, The growth of world markets, availability of technology and management know-how, the political and economic integration worldwide has led to increased globalization of Tourism and Hospitality organizations hence the need to manage knowledge. Globalization of business has made it critically important for organizations to embrace knowledge management as a strategy to build sustainability.

However, there is generally a worldwide view that the Hotel and Tourism Industry has a number of personnel related problems and poor employment practices and conditions. This view is supported by a study of the Hotel and Catering Industry by Keep and Mayhew (2019) which revealed that the industry was dogged with problems of low wages, long working hours, unstable shift hours, poor or nonexistent career structures, over reliance on informal recruitment methods, lack of evidence of good human resources practices and high labour turnover.

Today's tourism and hospitality industry is evolving quickly, and the competitive landscape is no longer stable (Janes & Wisnom, 2011). The existence and success of the tourism industry depend on its capacity to adjust to the changing business environment

through effective decision-making and appropriate utilization of staff skills and knowledge (Fratu, 2011). Recent developments show how knowledge is now recognized as a crucial competitive asset for the hospitality and tourism sector. However, the hospitality and tourism sectors have been hesitant to implement Administrative knowledge management strategies (Valeri & Baggio, 2022). Due to the intense rivalry in the rapidly growing travel and tourism industry, businesses must now provide levels of customer service that go above and beyond all previous norms to win over potential customers and travelers (Shamim *et al.*, 2019).

Employees and their performance are substantially important to hospitality and tourism organizations and have an exceptional impact on performance at organizational level. Studying the relationship between human resource and Administrative knowledge management Agyeiwaah *et al.* (2017) found that employee motivation, performance and competences are highly correlated with administrative knowledge management. The adoption of administrative knowledge management approaches in the tourism industry has been slow, specifically in the sectors having a strong service background. Against this backdrop, this paper is designed to literary explore how the adoption of administrative knowledge management can help in advancing tourism and hospitality sector performance and sustainability.

2. Literature Review

2.1 Concept of Administrative Knowledge Management

Knowledge is multifaceted perspective which may be regarded in variety of categories such as "object, interpretation, process or relationship" (Faulkner *et al.*, 2003), while "knowledge management or administrative knowledge management refers to the creation of knowledge repositories, the improvement of knowledge acquisition; the enhancement of the knowledge sharing; and the management of knowledge as an asset to enhance organizational performance (Yiu & Law, 2014). Knowledge as a business perspective is much more than information and knowledge sharing. Therefore, administrative knowledge management as concept and approach is critical for successful management practice in all organizations including tourism and hospitality industry, as well. Although tourism sector is not as effective in adopting approach as an advanced business practice, administrative knowledge management concepts and models for

application as a *modus operandi* in tourism services, have been incrementally developed on both levels of a tourism destination and tourism and hospitality organizations (Baggio & Cooper, 2010; Faulkner *et al.*, 2003; Scott & Marzano, 2015).

Furthermore, administrative knowledge management can be defined as a continuous and constantly increasing process to gather, organize, and manage knowledge in order to make it available and ensure its effective circulation and implementation of administrative processes. To guarantee that knowledge is available, it is necessary to invest in its transformation and transfer, which thus change from an individual and tacit plan to an express and collective one. The starting point is therefore the possession of knowledge, but the real strategic resource has to be identified in its mobilization within the organization's members. The characteristics of knowledge management mainly concern the collection and selection of information, together with the adoption of incentives for the acquisition and exchange of knowledge. This information context can only be ensured through the implementation of organizational and technological solutions in order to increase the level of cooperation within the system that is beginning to be conceived as a network of internal and external relations, which cannot be imposed or rigidly standardized.

Administrative knowledge management may be understood as the practice of capturing and developing individual and collective knowledge within an organization for the purpose of using it to promote innovation through the transfer of knowledge and continuous learning (Davenport, De Long, & Beers, 1998; Nonaka, 1991; Quinn, Anderson, & Finkelstein, 1996). Moreover, administrative knowledge management can be seen as a means of developing organizational effectiveness and competitiveness and is an approach for identifying, capturing, creating and applying knowledge with the aim of improving competitiveness through new innovative administrative knowledge management strategies (Grizelj, 2003).

There is no consensus on the definition of Knowledge Management. Different authors have different views on what administrative knowledge management is and what it is not. The researchers have realized that the different views of administrative knowledge management may be the same reason why the concept is not easily adopted in organizations. Dehorn, (1998) described administrative knowledge management

as a discipline that promotes an integrated approach in identifying, capturing, evaluating, retrieving, and sharing all of an enterprise's information assets. These assets may include databases, documents, policies, procedures, encoded expertise, competencies, stories and experiences in individual workers. Both definitions share a very organizational and corporate orientation. The latter definition outlines the integration aspect of the core pillars of administrative knowledge management. The most central thrust of the researchers in administrative knowledge management is to capture and make available knowledge, so that it can be used by others in the organization, the information and knowledge that is in people's heads as it were, and that has never been explicitly set down which concurs with the above definitions. McCann and Buckner (2000) argued on the subject that Knowledge Management is one of the hottest topics today in both the industry world and information research world. The argument is that people deal with huge amounts of data and information, which is not knowledge until people know how to dig the value out of it. This is the reason why there is need for knowledge management as business concept that can be applied as a survival and competitive tool.

Knowledge Management (administrative knowledge management) plays a crucial role in enhancing customer satisfaction in the hospitality sector by enabling organizations to better understand and anticipate customer needs. Effective administrative knowledge management systems allow hotels to capture and analyze customer preferences, feedback, and behavioral patterns, facilitating the personalization of services and improving the overall guest experience (Sigala & Chalkiti, 2015). Customer Relationship Management (CRM) tools, for example, help frontline employees access valuable customer information, enabling them to tailor interactions and provide a more personalized service (Davenport & Klahr, 1998). This alignment between administrative knowledge management and customer satisfaction has been shown to foster loyalty, repeat business, and positive word-of-mouth, all of which are critical in a highly competitive industry (Yang, 2010).

2.2 Understanding Tourism and Hospitality Sector Performance

The adoption of new knowledge in terms of generating innovation and boosting product development play a critical role for improvement of the competitiveness of entire tourism and hospitality industry (Kabene et al.,

2006; Tribe & Liburd, 2016). The pivotal processes of knowledge management (administrative knowledge management) as an effective tool to increasing performance of the tourism industry involve, among others, knowledge identification, capturing, storing, transferring, sharing and application of the knowledge, ensuring optimized and efficient information flow and management of organizational processes (Assl, 2007; Jones et al., 2016; Šimková, 2009; Zaei & Zaei, 2014). That approach requires establishing of an open, supporting and friendly environment, where employees are capacitated and motivated to generate, use and share the knowledge as a valuable organizational resource (Scott & Laws, 2006; Shaw & Williams, 2009; Tribe & Liburd, 2016). Although the knowledge management has a fundamental importance in any contemporary organization, in terms of enabling employees to generate and implement new ideas for gaining competitive advantage, tourism sector has demonstrated slow adoption of this concept and practice (Agyeiwaah et al., 2017; Cooper, 2014; Omotayo, 2015).

Tourism is an information-intensive activity and highly people-oriented service, experiencing increasing powerful worldwide competition. Therefore, to improve their performance and ensure a high level of competitiveness, adoption of administrative knowledge management concepts and models is must for organizations in tourism and hospitality sector (Assl, 2007; Musulin et al., 2011; Tribe & Liburd, 2016). The tourism and hospitality (hereafter T&H) field has been influenced by technological revolutions (Buhalis *et al.*, 2019, Tussyadiah, 2020). Multiple information and communication technologies (hereafter ICT) have been adopted in the past two decades to create value, provide efficient services, and enhance tourists' experiences pre-, during, and post-travel. The integration of ICTs is omnipresent in all stages of a tourist's journey (Grundner & Neuhofer, 2021). ICTs have been enhanced by the advent of AI that can facilitate the integration of physical and online/virtual elements. All of these technologies have helped with personalizing tourist experiences and offering technology-enhanced tourist experiences (Grundner & Neuhofer, 2021). For instance, AI has expanded the use of robotics applications to enhance customer engagement in hotels and restaurants (Doborjeh *et al.*, 2021). Indeed, AI helps tourists find more relevant information to improve their decision-making and provide them with better tourism

experiences (Bulchand-Gidumal, 2020). Even though the full potential of AI in the T&H sector has not yet been realized, AI has already strongly influenced this field (Ivanov *et al.*, 2019, Tussyadiah, 2020).

3. Relationship between Administrative Knowledge Management and Tourism and Hospitality Sector Performance

Tourism is an industry that can be considered an increasingly important sector within the global economy, especially mass tourism. The tourism and hospitality industry, given its significant impact on the economic and social development of the country and the branching of economic ties, needs regulation and support from the state (Tourism in Russia, 2021).

We can also conclude that the globalization processes, which have initiated changes in the field of transport, communications, new technologies and the Internet, exert a strong impact on tourism development. This influence can be observed in a constant rise in the number of tourists and travels, as well as in constantly rising revenues in the tourism industry with continuous reduction of costs, through industries following tourism. It can be concluded that globalization processes which have been causing changes in the global economy, especially in tourism-related industries, have severely affected tourism development, principally mass tourism.

Effective administrative knowledge management (AKM) in the hospitality sector depends heavily on the deployment of key technologies, including information systems, databases, and collaboration platforms. Such tools facilitate the storage, retrieval, and sharing of knowledge across departments, improving service consistency and efficiency (Davenport & Prusak, 2018; Alavi & Leidner, 2001). In particular, Customer Relationship Management (CRM) systems and Enterprise Resource Planning (ERP) systems are widely used to capture valuable data on customer preferences and operational performance, allowing staff to provide personalized service (Sigala & Chalkiti, 2015). Digital repositories and intranets also serve as knowledge hubs where employees can access best practices, operational guidelines, and customer feedback, thus supporting continuous improvement (Hallin & Marnburg, 2008).

Qandah, Suifan, Masa'deh, and Obeidat (2020) carried a research which aimed to identify the variables in knowledge and administrative capabilities that

are enriched in product / service innovation offered in the Tourism and Hospitality sector in Jordan. A five-point Likert scale questionnaire was designed to measure knowledge-based capabilities such as infrastructure and dynamism) and product / service innovation in tourism and hospitality for Jordanian companies specialized in technology Information and communication. There were 297 individuals distributed in 40 companies, and only 202 questionnaires were filled out by the entrepreneurs in the King Hussein Business Park and the Hassan Business Park. This research provides academicians with a framework for better understanding of the different factors of Administrative knowledge management capabilities and how they affect product/service innovation in the tourism and hospitality sector by studying variables in administrative knowledge management that affect product / service innovation and through a comprehensive understanding of the capabilities of knowledge management and innovation in tourism and hospitality firms, transfer and application of knowledge. The study revealed a significant relationship between the adoption of administrative knowledge management and performance of tourism and hospitality firms.

Notably, administrative knowledge management (AKM) plays a crucial role in enhancing customer satisfaction in the hospitality sector by enabling organizations to better understand and anticipate customer needs. Effective AKM systems allow hotels to capture and analyze customer preferences, feedback, and behavioral patterns, facilitating the personalization of services and improving the overall guest experience (Sigala & Chalkiti, 2015). Customer Relationship Management (CRM) tools, for example, help frontline employees access valuable customer information, enabling them to tailor interactions and provide a more personalized service (Davenport & Klahr, 2018). This alignment between AKM and customer satisfaction has been shown to foster loyalty, repeat business, and positive word-of-mouth, all of which are critical in a highly competitive tourism and hospitality industry thereby improving on their performance. (Yang, 2010). Based on the review of empirical and theoretical literature, it seems that a nexus exist between the adoption of administrative knowledge management and tourism and hospitality performance. The authors also agree with the views of previous researchers and opined that administrative knowledge management relates with performance of the Nigeria tourism and hospitality industry.

4. Conclusion

Usage of administrative knowledge management approaches can support tourism organizations in establishing systemic and strategic practices and processes and easy adaptation to a fast paced, interconnected and dynamic global environment, promoting effective management of changes and supporting innovation culture. The tourism and hospitality industry is a knowledge-based as well as intangible import and export industry. Therefore, the ability of the tourist and hospitality sectors to adapt to emerging economic, social, political, environmental, and technical issues is essential to their growth and development.

This paper has elaborately discussed the concept of administrative knowledge management and performance of tourism and hospitality sector in Nigeria. Based on the findings obtained from the review of literature, the authors concluded that the adherence and efficient adoption of administrative knowledge management practices in the tourism and hospitality sector of Nigeria economy will enhance tourism performance and thus recommended that the tourism sector of the Nigerian economy should regularly improve on the adoption of customer relationship management and enterprise resource planning as aspects of administrative knowledge management practices that will help to enhance organizational performance.

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