



Knowledge management and employee engagement in the hospitality industry

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ABSTRACT

Knowledge management is becoming indispensable in organizations since it is a powerful weapon for achieving competitive advantage. However, there is still a dearth of literature for employees and managers in organizations to link their investments in knowledge management and the value the organization gets in terms of employee engagement. This study was designed to assess knowledge management and employee engagement in the hospitality industry in the North Rift region of Kenya. An explanatory research design was adopted with a target population of 580 employees from star-rated hotels in the North Rift region out of which a sample size of 234 respondents was picked. Data was collected using questionnaires and interviews and analyzed using descriptive and inferential statistics using SPSS version 25.0 for quantitative data and thematic analysis of interview data. From findings, knowledge management explained a 50.4 percent variation in employee engagement. A coefficient of .728 indicated that a unit change in knowledge management leads to .728 units of positive change in employee engagement. Knowledge management significantly affects employee engagement thus the rejection of the null hypothesis. The hospitality business should invest in proper employee knowledge-sharing initiatives to enhance employee competence and motivation, resulting in high levels of engagement. The finding of this study can help major stakeholders in the hospitality industry to strengthen knowledge management for employee engagement.

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Introduction

A smarter workforce who are crucial for quick and informed decisions that benefit the company is a product of knowledge management strategies embraced by the company. Therefore, the organizations within the hospitality industry are under obligation to set themselves apart through aggressive knowledge management strategies and employee engagement. This espouses from the fact that knowledge management is a paramount resource for enhancing employee engagement and eventually organizational competitive advantage (Juan et al., 2016). Thus, good knowledge management is critical to the success of hospitality organizations, which are labor-intensive businesses with significant employee-guest relationships. This is because, in the twenty-first century, knowledge is a vital source of competitive advantage for businesses (Maldonado-Guzman et al., 2016).

Knowledge management (KM) is the process of an organization's knowledge and information being created, shared, used, and managed (Girard & Girard, 2015). Knowledge management is an integrated strategy to identifying, recording, analyzing, retrieving, and distributing all information stored in databases, papers, rules, procedures, and individual workers' skill and experience. The goal of knowledge management is to aid in the achievement of organizational objectives (Sui et al., 2016). As a result, ownership and accountability for keeping talent must shift away from HR and into the hands of front-line leaders, particularly direct supervisors (Mokhtar & Narjes, 2015). Knowledge management procedures are the consequence of interactions among organizational personnel as well as interactions between the organization and its environment (Prabhakar et al., 2018). Knowledge acquisition is the process

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of gathering and learning appropriate knowledge from various internal and external resources, such as experiences, experts, relevant papers, plans, and so on. (Gholami et al., 2013). Employee training can be facilitated through KM, allowing for greater employee flexibility and job satisfaction. Intellectual assets provide a significant contribution to an organization's competitiveness. As a result, in order to keep such intellectual assets, employee engagement must be improved (Kaldeen et al., 2021).

Knowledge management creates a positive work environment in which employees' levels of involvement may be measured. Researchers must continue to find out the relevant areas of knowledge management in various organizations as a result of their diverse characteristics, which have varying consequences on the company (Tingting, 2017). Employee engagement studies from the standpoint of knowledge management are uncommon in Kenyan companies (Mosoti & Masheka, 2010). Although Koech (2016) looked at knowledge implementation, employee engagement, and employee performance in technical institutions at a single point in time, longitudinal time span study is recommended to gain deeper insight into these variables. Researchers have focused on many areas of knowledge management, such as knowledge classification (Nonaka and Takeuchi, 1995), and knowledge management techniques (Nonaka and Takeuchi, 1995); Hansen, et al. (1999); Donoghue, et al., (1999), tacit knowledge Dreoge and Hobbler (2003), knowledge audit Chong (2004), knowledge management (Armstrong, 2006). Knowledge management practices (Mavodza & Ngulube 2011; Kafchehi, et al., 2013; Gholami, et al., 2013). Although these studies have enriched literature on knowledge management, there is still dearth of literature for employees and managers in organizations to linking between their investments in knowledge management and the value the organization gets in terms of employee engagement. Thus, there emerges an imperative gap which in finding out the extent of employee engagement in the hospitality industry in Kenya as an outcome of knowledge management practices.

This paper aims to examine the effect of knowledge management on employee engagement in the hospitality industry in North Rift region, Kenya. This paper is organized as follows: following the introduction part, a second part is a literature review with theoretical and empirical studies that shed a light on linkage between theory and practice. The third part introduces the background information on research and methodology. After analysis and findings of the study, authors provide discussions and implications. Finally, this paper concludes with key points, recommendations, future research directions and limitations.

Literature Review

Theoretical and Empirical Review

Theoretical review

The effect of knowledge management on employee engagement was conceptualized based on AMO. Ability Motivation Opportunity (AMO) was proposed by McInnis and Jaworski (1989) within the context of information processing and employee behaviour (Subhash & Neha, 2016). Ability Motivation Opportunity (AMO) theory, states that a system that considers an employee's ability, motivation, and opportunity serves the organization's best interests (AMO). If the work environment does not provide adequate opportunities, both abilities and motivation might become meaningless hence employee disengagement and poor performance. Thus, employees' perceptions regarding the applicability of ability - enhancing, motivation - enhancing, and opportunity - enhancing human resource practices result in enhanced employee engagement and superior firm performance (Subhash & Neha, 2016). Through knowledge sharing the ability of an employee improves besides their motivation and opportunities enhancing their levels of employee engagement. This gave credence to testing the relationship between knowledge management and employee engagement owing to their capacity to enhance Ability Motivation Opportunity.

Empirical studies

Knowledge loss goals can be integrated into organization design initiatives to impact the psychological, emotional, and behavioral processes involved in entrenching a culture of retention and engagement. (Jamrog, 2004). Career development as an employees' responsibility as prescribed by the organization is an effective way of enhancing engagement among employees (Kasper., 2018). This responsibility promotes engagement because it makes employees feel valued for their efforts and trusted for their abilities.

The organization's leadership has a clear responsibility to play in establishing knowledge management framework as a means of fostering engagement and retention of knowledge workers. Without such acknowledgement and advocacy organizations leadership role in KM, it is impossible to foster a learning culture and gain support for KM-based HR practices. Employees' main intellectual capital remains the availability and exchange of knowledge, which is seen as the key to motivating and engaging people (Annika, 2017). In companies where knowledge is not actively shared among employees, employees' cognitive resources are underutilized, negatively harming individual and organizational performance. (Ehsan, 2018). Employees readily and openly share their knowledge, according to a prevalent management premise (Downing & McHenry, 2015). This assumption is founded on the concept that the company owns the knowledge stored in its employees' heads (Downing & McHenry, 2015). This requires management to create an environment that encourages information exchange for both the company and the employee's advantage. As a result, businesses should seek to foster a culture in which information sharing is a natural component of the overall structure and working techniques (Annika, 2017).

Knowledge sharing is regarded as a socializing process rather than the exchange of data between parties (Song & Chermack, 2008). It is a social expectation for people to share their expertise. It is also expected that such knowledge-sharing behavior will be

reciprocated, with mutual advantages resulting in increased staff engagement (Song & Chermack, 2008). According to a Gallup poll, only 13% of corporate employees are engaged, while the remainder of the unengaged workforce is more likely to switch professions looking for ways to give their talents and be heard (Ehsan, 2018). Employee engagement feeds on acknowledgment and praise for their efforts in this area, which increases their desire to share information more effectively. This implies that a motivated employee will be passionate about knowledge-sharing methods as a result of acknowledgment. Employees who are rewarded for collaborating with others and sharing their knowledge are more likely to be engaged at work. This necessitates a knowledge base repertoire to respond to the demands and needs of employees and the company in real time. It is therefore, critical to ensure that individuals are involved in the process of knowledge management and sharing in order for knowledge sharing to contribute to a competitive advantage for the firm (Song & Chermack, 2008).

Aino et al. (2016) assessed the link between job satisfaction and five aspects of knowledge management (knowledge acquisition, information sharing, knowledge creation, knowledge codification, and knowledge retention) in Finnish municipal organization using 824 respondents. There is a connection between KM procedures and job satisfaction. Intra-organizational knowledge exchange, in particular, appears to be a critical KM practice, boosting job satisfaction in most employee groups. Significant knowledge-based promoters of job happiness and engagement, on the other hand, varied depending on job qualities, context, and organizational cultures. Aside from satisfaction as a result of knowledge management in the Finnish setting, the study also allowed for the assessment of the relationship between KM and other outcomes in different situations. Employees in Korean enterprises have structural linkages between work engagement, organizational procedural fairness, information sharing, and innovative work behavior for sustainable organizations, according to Woocheol and Jiwon (2017). According to the findings, employee job engagement, information exchange, and innovative work behavior are all favorably associated with organizational procedural justice. Furthermore, employment engagement promotes employee knowledge sharing and inventive work behavior, and information sharing promotes innovative work behavior. In the mechanics of these relationships, work involvement and information sharing served as crucial mediators. Based on the findings, they drew research implications and recommendations for future research on sustainable organizations. The study's drawback was that data was obtained through a convenience sample method from organizations in South Korea, which may restrict the study's generalizability. Furthermore, the study focused primarily on the structural linkages that exist among four latent variables in terms of organizational sustainability (i.e., organizational procedural fairness, work engagement, knowledge sharing, and innovative work behavior). The current research looked at the connection between knowledge sharing and employee engagement in Kenya.

At a health social security organizing body, Ramly (2018) studied employee work creativity in relation to company culture, knowledge exchange, and employee engagement. According to the study's findings, both organizational culture and information exchange have a direct positive impact on employee innovation. Employee involvement influences employee creativity directly. Organizational culture has a direct impact on employee engagement, and information exchange has a direct impact on employee engagement. The organizational culture has an impact on knowledge sharing. The conclusions of this study, however, cannot be replicated in Kenya because it was conducted in Indonesia.

Tsogetsuren and Ravdansuren (2017) looked at, knowledge management, organizational culture and employee engagement on public officer job satisfaction In Mongolia using 213 employees. All elements, including corporate culture, knowledge management, and employee involvement, had a favorable impact on job satisfaction, according to the findings. It means that public servants can focus on organizational culture, knowledge management, and employee engagement in order to keep and keep their staff happy, as happy people are more productive than unhappy employees. The scope of this research was limited to Mongolia's public sector. Because of the time constraints, it is suggested that future surveys be broadened to include remote and isolated places in order to draw conclusions about corporate culture, knowledge management, and employee involvement on job satisfaction. This opens the door to more research in Kenya to see how knowledge management influences employee engagement. Norasiken (2015) investigated whether there was a link between employee engagement factors and knowledge management through study. The study examined three key factors of employee engagement: goal setting, leadership, and feedback. This study investigated how knowledge management could boost employee engagement. Aside from that, the study discovered gaps in existing information, highlighting the need for future research. According to the study, all of the variables, as well as knowledge management, can boost employee engagement. Employee participation should not be a one-time occurrence; rather, it should become engrained in the company's culture. Employee engagement should include all aspects of learning, progress, and action. As a result, businesses should actively endeavor to meet employee expectations in order to have an impact on individual performance, which in turn affects the performance of the organization. These results are based on reviews of studies from a variety of businesses and cultures, which limits their application to other industries. Koech et al. (2015) discovered that employee involvement moderates the effect of the link between knowledge storage, retrieval, and employee performance in Rift Valley public technical institutes based on Human capital theory, resource-based perspective theory, and knowledge-based view theory using an explanatory research approach. A random sampling technique was used to identify the respondents who filled out the surveys. The information was analyzed using descriptive and inferential statistics and presented in the form of frequencies, percentage charts, and graphs. There is a relationship between knowledge storage, retrieval, and employee performance, according to the research. According to the study, employee involvement moderates the link between knowledge storage, retrieval, and employee performance. The study's findings were limited to TVET institutions in rift valley Kenya, limiting its generalizability. In order to establish the validity of the findings of this study, the researchers proposed doing a replica study to test the findings in different regions and cultures. Aside from that, the study employed employee engagement as a moderator,

which differs from the current study's purpose of looking at the impact of knowledge sharing on employee engagement in the hotel business. However, there are certain limitations to the knowledge sharing study; researchers must continue to examine the essential areas of information sharing (Tingting, 2017). Because different types of organizations have varied characteristics, the study should be done for each one. Knowledge sharing practices have diverse consequences on the organization (Tingting, 2017). Finally, most studies have been conducted in Western countries, with only a few cross-cultural studies. Literature suggest that organizations should pay close attention to cultural characteristics when developing human resource practices that facilitate knowledge sharing, i.e., there is no one universal set of practices that can be used to facilitate knowledge sharing in global and multinational organizations.

Research and Methodology

Explanatory research was used in this study to assess the study hypothesis targeting employees in Kenya's hotel business including 568 respondents from the North Rift Region's star-rated hotels. Employees were chosen because they are the recipients of knowledge management and so have a better understanding of their degree of involvement to provide feedback on the between the study. All personnel from the 11-star hotels in the North Rift Region were included in the study's sample frame. To sample personnel from each and the hotel, a multistage sample technique was applied. The goal of this sampling method is to find groups that exhibit variance in a specific occurrence. In this study, star-rated hotels in Kenya's North Rift Region were purposefully chosen from the region's hotels. Yamane (1967), sample size formula was adopted for sampling 234 employees as shown below:

$$n = \frac{N}{1 + Ne^2}$$

Where:

n = Sample size

N = Population size

e = the error of Sampling

This study allowed the error of sampling of 0.05. Thus, sample size was as follows:

$$n = \frac{568}{1 + 568 \times 0.05^2} = 234$$

According to Neyman's allocation formula, the sample size was distributed proportionally (Singh & Micah, 2013). The primary data was collected using both surveys and interviews. Interviews were employed to gather information from key informants (HR officers), with questionnaires serving as the primary instrument. For qualitative interview data, thematic analysis was performed. Mean, standard deviations frequencies and linear regression were used to analyze quantitative data. Linear regression helped in making conclusions from sample data to the overall population, whereas mean, standard deviations and frequencies were used to define basic characteristics and summarize data in a straightforward and clear manner.

Analysis and Findings

Knowledge Management and Employee Engagement

Knowledge management strategies increase employee engagement by making them feel valued for their work and confident in their talents. Table 1 shows the perception of the respondents in connection with the study objective.

Table 1: Knowledge Management and Employee Engagement

Statement	VSE	SE	ME	GE	VGE	M	SD
	%	%	%	%	%		
Aside from policies and work manuals at work, I get information about how to do my job better via seminars, conferences, subscription journals, and expert networks.	0.6	8.7	10.4	42.8	37.6	4.08	.937
Employees are encouraged to participate in formal training in order to expand their knowledge.	0.0	4.0	11.6	52.6	31.8	4.12	.764
There is effective communication, which encourages cooperation and exchange of experience among employees.	0.6	6.9	10.4	50.9	31.2	4.05	.864
Past experiences, whether good and bad, have taught us significant lessons.	0.0	0.6	10.4	45.1	43.9	4.32	.681
Apart from any input from my coworkers, my work itself provides signals about how well I am doing.	0.0	1.2	9.8	55.5	35.5	4.21	.661
Procedures are documented and stored centrally for easy access across the company.	0.0	1.2	2.9	54.9	41.0	4.36	.599
Stored knowledge is quite important, relevant and latest	0.6	4.0	8.1	48.6	38.7	4.21	.802
Knowledge of individuals has become knowledge available for use to the whole organization	0.6	6.9	16.2	42.2	34.1	4.02	.915
Because of the knowledge we have, we are better positioned to compete with other organizations.	16.8	7.5	12.1	32.4	31.2	3.54	1.259
Knowledge management (creation, sharing and utilization) practices has enhanced my attachment to the organization	0.0	1.2	16.8	72.3	9.8	3.91	.553

Key: 5 = Very Great Extent (VGE) 4 = Great Extent (GE) 3 = Moderate Extent (ME) 2 = Small Extent (SE) 1 = Very Small Extent (VSE); *Source:* Research study 2020

Only 19.3 percent of the respondents agree to a small extent while 10 percent agreed to a moderate extent that apart from policies and work manuals at their work place they also acquire knowledge about doing their work better from other sources through seminars, conferences, subscription journals, expert networks and 80.4% agreed amongst which 42.8 percent agreed to a great extent and 37.6 percent agreed to a very great extent with a mean of 4.08 and a standard deviation of .937. Majority of employees 84.4 percent agree that the organization encourages them to attend formal trainings in order to gain more knowledge of amongst which 31.8 percent of employee agree to a very great extent 52.6 percent agreed to a great extent, only 11.6 percent agreed to a moderate extent while 4.0 percent agreed to a small extent with a Mean = 4.12 SD = .764. Knowledge development is linked to the creation of value, which has an impact on employee engagement, performance, and the hotel industry as a whole. As a result, hotels should boost their knowledge production strategies by using knowledge creation-focused human resource management techniques (HRM). These arguments are based on the idea that knowledge creation-oriented HRM methods stimulate and empower employees to improve their knowledge and skills and use them to generate value (Martynov & Zhao, 2010).

With regard to availability of effective communication, which encourages cooperation and exchange of experience among employees. Majority of the respondents agreed at 82.1 from which 50.9 percent agreed to a great extent while 31.2 percent agreed to a very great extent, 7.5 percent agreed to a small extent, while 10.4 percent agreed to a moderate extent with a Mean = 4.05 SD = .864. Further responses showed majority agreed at 89 percent amongst which 43.9 percent agreed to a very great extent, 45.1 percent to a great extent, a small proportion at 6.0 percent agreed to a small extent and 10.4 percent to a moderate extent that lessons learned from past experiences, both successful and unsuccessful, are considered valuable with (Mean = 4.32 SD = .861). These findings underscore the presence of knowledge sharing attributes within the hospitality industry in North Rift region. However, the hotels should continuously enhance their knowledge sharing capability as this would help in employee development and changing the employee and organizational behavior. Knowledge sharing's success is critical since it leads to the creation of shared intellectual capital (Abdul-Jalal, et al., 2013). Employees' capability to share knowledge also remains fundamental for Knowledge sharing success.

Majority of respondents at 95.9 percent agree to a great extent that documented procedures centrally stored for ease of access across the firm (Mean = 4.36 SD = .599) amongst which 54.9 percent agreed to a great extent while 41.0 agreed to a very great extent and 2.9 percent to a moderate extent, 1.2 percent to a small extent. This response alludes to presence of stored knowledge, ease of access and relevance of the stored knowledge in the five-star hotels. This is augmented by the fact that effective knowledge management minimizes the risk of knowledge loss and maximize knowledge sharing, protection and utilization (El-Farr & Hosseingholizadeh, 2019). Majority of respondents at 82.1 percent agree that knowledge management (creation, sharing and utilization) practices has enhanced their attachment to the organization (Mean = 3.91 SD = .553) amongst which 72.3 percent agree to a great extent and 9.8 percent agree to a very great extent, while a smaller percentage at 16.8 percent agree to a moderate extent, 1.2 percent to a small extent agreed.

Organizational success is based on full utilization of Knowledge. Based on the findings it can be argued that hotels in North Refit region fully subscribe to knowledge management. To enhance its positive effects, hotels must align various HR practices with various KM strategies, implying that HRM is most effective as a combination of practices that are consistent and sharpened in supporting each KM strategy, which is part of the overall organizational strategy (El-Farr & Hosseingholizadeh, 2019). In this regard, knowledge management techniques should be ecologically focused and people-centered in order to foster employee engagement and instill corporate cultures that promote positive work behaviors while also sustaining ongoing and dynamic knowledge management activities.

The majority of interview respondents agreed that effective communication via intranet and internet services is the most important strategy used by hotels for knowledge management, meeting objectives, and rewarding exceptional performance. Apart from that, the hotels use employee training, monitoring and reporting on progress against organizational goals, recognizing individuals who exhibit desired behaviors, offering incentives for meeting objectives, and rewarding exceptional performance.

From the interview schedule majority of the interviewees posited that *“our hotel has free internet for transmission and acquisition of information. Besides we also benefit from refresher seminars for our career development. We also monitor staff progress against our hotel goals. However; the use of formal trainings has been under exploited”*

Effect of Knowledge Management on Employee Engagement

The study conducted a simple linear regression analysis to test hypothesis which stated that:

H₀₁: There is no statistically significant effect of Knowledge Management on employee engagement in the hospitality industry in North Rift region, Kenya

The effect of knowledge management on employee engagement in the hospitality industry in North Rift region, Kenya was established. The results were presented in Table 2 below.

Table 2: Effect of Knowledge Management on Employee Engagement

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.710 ^a	.504	.501	.327	2.046	
<i>a. Predictors: (Constant), Knowledge Management</i>						
<i>b. Dependent Variable: Employee Engagement</i>						
ANOVA^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	18.595	1	18.595	173.997	.000 ^b
	Residual	18.274	171	.107		
	Total	36.869	172			
<i>a. Dependent Variable: Employee Engagement</i>						
<i>b. Predictors: (Constant), Knowledge Management</i>						
Coefficients^a						
Model		Unstandardized Coefficients	Std. Error	Standardized Coefficients	T	Sig.
		B		Beta		
1	(Constant)	.960	.227		4.235	.000
	Knowledge Management	.728	.055	.710	13.191	.000

a. Dependent Variable: Employee Engagement

Source: Research study 2020

The model summary results in Table 2 indicated that there is a strong positive and significant correlation between knowledge management and employee engagement (R=0.710). The coefficient of determination (R square) of .504. This indicated that the model explained only 50.4 percent of the variation or change in the dependent variable. The meaning is that when a deliberate effort is put to ensure knowledge management will certainly cause a variation on employee engagement. The remaining proportion of 49.6 percent can be explained by other factors other than knowledge management. Adjustment of the R square did not change the results substantially, having reduced the explanatory behavior of the predictor from 50.4 percent to 50.1 percent. This means that the model is fit to be used to generalize the findings. This implies that when the hospitality industry strategically embraces knowledge management then the level of employee engagement is likely to vary.

F values of 173.997, a p-value of 0.000 being less than 0.05, indicates that the model is statistically significant in explaining the relationship between knowledge management and employee engagement. An unstandardized coefficient represents the amount of change in a dependent variable Y due to a change of 1 unit of independent variable X (Hayes & Preacher, 2014). Therefore, a coefficient of .728 indicated that a unit change in knowledge management leads to .728 units of positive change in employee engagement. Therefore, knowledge management and employee engagement model can now be presented as follows:

$$Y = .960 + .728X_1 + \varepsilon$$

T-test was used to identify whether the predictor was making a significant contribution to the model. Since the t-statistic is significant, the study rejected the null hypothesis and concluded that knowledge management was significant (p-value = 0.000) in positively influencing employee engagement in the hospitality industry in the North Rift Region Kenya. Therefore, knowledge management significantly affects employee engagement in the hospitality industry in the North Rift Region Kenya. These findings are supported by of Aino et al. (2016), Woocheol and Jiwon (2017) who also found a positive and significant effect of knowledge management on employee engagement.

Discussions

According to the findings, knowledge management has an impact on employee engagement in the hospitality business in Kenya's North Rift region. In fact, firms can only improve their knowledge management techniques if they want to increase employee engagement. The findings of this study support this assertion. Making employees responsible for their own career advancement through knowledge management is a highly effective approach of increasing employee engagement since it helps them feel valued for their efforts and confident in their abilities. This is because knowledge availability and sharing is regarded as critical to motivating and engaging personnel (Annika, 2017). Through suitable knowledge management processes and retention tactics, knowledge management can assist organizations in preventing knowledge loss. Knowledge management, which entails identifying and retaining essential competencies, decreases the risk of knowledge loss. Employee learning is facilitated by knowledge management, and employees are more focused on effectively completing their responsibilities and achieving job satisfaction, resulting in increased employee engagement. This argument is supported by the findings of the study, which showed that knowledge management strongly improves employee engagement in the hotel business in the North Rift area of Kenya. Aino, Mika, and Pia (2016), Woocheol and Jiwon (2017), and Ramly (2018) all found that knowledge management had a direct positive impact on employee engagement. This is based on the Ability Motivation Opportunity (AMO) theory, which states that a system that considers an employee's ability, motivation, and opportunity serves the organization's best interests (AMO). The findings, on the other hand, contradict those of

(Susan & Mohd, 2014; Karatepe, 2013). The possible causes of this outcome include ineffective training programs and knowledge management practices that fail to help employees achieve their professional goals, causing them to feel no incentive to work more. This means that the hospitality business should invest in proper employee knowledge sharing initiatives in order to enhance employee competence and motivation, resulting in high levels of engagement.

Implications

This conceptual journey was underpinned by the deliberations of a number of studies, which show that it is important to examine knowledge management in as many settings as possible to justify results from other settings. In this regard, there was a need to furthering research on this theme in hospitality industry for better understanding of the relationship. The knowledge management relationship is not static; the impact of knowledge management on employee engagement may differ in various industrial settings, and work environment so it made sense to consider hospitality industry as a different setting. The study fills the lacuna of scant documentation of the nexus between knowledge management and employee engagement in the hospitality industry whose organizational structures and cultures differs from the other industries especially in developing countries. Besides, the study has addressed a different outcome of knowledge management which is employee engagement, other than employee satisfaction and performance as highlighted in a majority of studies. The study adds to the literature on the importance of knowledge management on employee engagement by confirming earlier works of other researchers and filling their gaps. Within the positivistic paradigm the finding of the study supports and extends the use of Ability Motivation Opportunity (AMO) an internationally tested theory which gives credence to adoption of knowledge management as a means through which an organization can enhance high employee engagement. It further serves as secondary data for prospective researchers and a reference point for future studies. This provides basis for advancing the frontiers of knowledge in the exploration knowledge management in achieving employee engagement in other industries. These altogether sheds light to embedding and strengthening of knowledge management to organization policies in order to achieve maximal employee engagement.

Conclusion

The study provides evidence that knowledge management is overly in dispensable in engendering high employee engagement. In this regard as a strategic recipe, which embeds the dimensions of knowledge management within the hospitality industry policy framework is evidently instrumental. Knowledge management facilitates employee learning and makes employees focused on effectively performing their tasks and their job satisfaction thus employee engagement. This argument has espoused from the findings of this study that knowledge management significantly affects employee engagement. In view of this, it remains inordinately necessary for the hospitality industry to analyze and strengthen their human resource practices which promote knowledge management as this would enhance employee engagement. Thus, there is need for investment on employee's knowledge management for purposes of fostering employee's ability, motivation to precipitate high engagement levels.

The study faces the limitation of research generalizability. The results of the study may not be generalized to all sectors owing to particularities of different sectors. Therefore, future research be conducted in different sectors and more fully a comparative study between sectors is recommended. The study focused only on employees of the private sector thus if the study was conducted on other employees of the public sector, the magnitude and direction of the relationship between the study variables might be different. Thus, future research should include the public sector or similar study across heterogeneous industries better understand the relationship between high performance work practices, organizational cultures and employee engagement. The study was limited to knowledge management and employee engagement. Further research may contribute to literature by considering moderating role of other moderators between knowledge management and employee engagement.

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