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THE ROLE OF KNOWLEDGE MANAGEMENT IN THE  
DEVELOPMENT OF MARKETING MANAGEMENT

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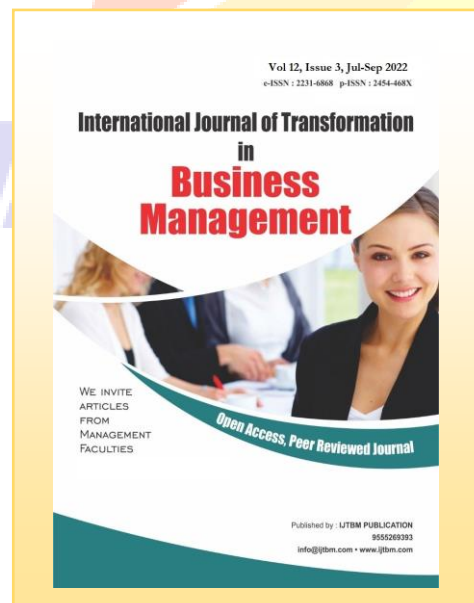
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### ABSTRACT

The purpose of this study is to determine the relationship between knowledge management and an organization's marketing perspective and the growth of competitiveness in the service sector (Hotel) in 83 hotels in three Baghdad security districts, Iraq. The type of research is non-experimental, observational, cross-sectional, retrospective and descriptive. The Design is Transactional-Correlational. Regarding Knowledge Management, 63.9% considered the perception level of the hotel company manager as high, followed by very high with 25.3% and 10.8% as low. Regarding Internal Marketing, 63.9% considered the perception level of the hotel company manager as high, followed by very high with 25.3% and 10.8% as low. Regarding Competitive Advantages, 68.7% considered the perception level of the hotel company manager as high, followed by very high with 22.9% and 8.4% as low. Of the 83 samples, 45% are public limited companies or sole proprietorships, followed by 11% from hotel companies with limited liability. At a 95% confidence level, knowledge management and internal marketing orientation are significantly related to developing competitive advantages in the hotel sector of three Baghdad security districts. The value of Sig. is 0.000 <0.05; we reject the null hypothesis and accept the alternative hypothesis.

**Keywords:** *Knowledge management, internal marketing, competitive advantages*

### INTRODUCTION

People are critical to successfully providing service in the tourism sector, so it is essential to know them well, train them, and place them where they can provide the best service. For this purpose, knowledge management is essential and begins with generating information to communicate it later [2]. Product or service differentiation constitutes an alternative in the development of strategies. Recent research on strategy emphasizes the analysis of business models, with business models themselves being how many companies generate advantages to compete, in which management is included knowledge and development of employees. Following Ghayth, et al., (2020) [1], the

knowledge management strategy or model starts from the assurance of the experience and knowledge that the organization acquires as a possibility of development; In other words, it aims to take advantage of collective talent and knowledge. With this knowledge management, they achieve significant improvements both in the satisfaction and commitment of their employees, with the positive repercussions that this entails. As we have seen, commitment and employee satisfaction positively influence service quality [8-9]. The hotel in Baghdad, which is the sector globally vital sectors and complex due for its related diversified services directly and indirectly to other sectors, where many countries of the world began to interest seriously in this sector and the development

of infrastructure and the creation of technical and administrative cadres specialized in a position to manage and regulate this sector. Depending on the conventional approach to achieve success and excellence for its organizations [3-5].

Hotel companies face an increasingly competitive market in which customer loyalty declines and little attention is paid to the creation of added value. Hotel oversupply is observed, and according to the Hotel Occupancy Survey, there has been an increase in the hotel plant with growth in the last 10 years of 27.67%. In addition, recent studies on the tourism sector in the European Union warned that tourism companies are more driven by the product than by the consumer [9]. They lack innovative solutions, which is another way to develop a competitive advantage. In this sense, the hotel sector, where the importance of customer service is fundamental, is a suitable environment to take advantage of the benefits that the Orientation to internal marketing provides as a source of competitive advantage. Following Shawkat, et al., (2021) [2], Orientation to internal marketing is a key strategy in the hotel sector to achieve better results. To generate more value for the customer, it is necessary to have satisfied and committed employees. This leads us to understand that Orientation to internal marketing can be seen as a valuable

source of competitive advantage for companies.

### **The importance of research**

It emerges the importance of research of the importance of knowledge management, whether the phenomenon of knowledge and its role significantly in successful management decisions of organizations and tourism companies and hotel marketing, also represents this research a modest contribution to provide the library source of information appointed by researchers, specialists and managers of tourism and hotel companies in their work [3].

- **General Hypothesis:** The development of competitive advantages in the hotel sector in the districts of Adhamiyah, 9 Nissan, and Kadhimiyah is linked to knowledge management and internal marketing orientation.
- **Null Hypothesis:** In the districts of Adhamiyah, 9 Nissan, and Kadhimiyah, knowledge management and internal marketing orientation are unrelated to the development of competitive advantages in the hotel sector.
- **Specific Hypotheses**
  - i. In the districts of Adhamiyah, 9 Nissan, and Kadhimiyah, human capital impacts the development

of competitive advantages in the hotel sector.

- ii. In the districts of Adhamiyah, 9 Nissan, and Kadhimiyah, intellectual capital impacts the development of competitive advantages in the hotel sector.
- iii. In Adhamiyah, 9 Nissan, and Kadhimiyah, intangible assets influence the development of a competitive edge in the hotel sector.
- iv. In the districts of Adhamiyah, 9 Nissan, and Kadhimiyah, organizational learning impacts the establishment of competitive advantages in the hotel business.
- v. In the districts of Adhamiyah, 9 Nissan, and Kadhimiyah, employee motivation and satisfaction impact the creation of competitive advantages in the hotel industry.
- vi. In the districts of Adhamiyah, 9 Nissan, and Kadhimiyah, customer satisfaction and orientation impact the creation of competitive advantages in the hotel business.
- vii. The growth of competitive advantages in the hotel sector of Adhamiyah, 9 Nissan, and Kadhimiyah is influenced by the

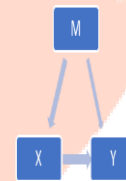
implementation of strategies and change management.

## METHODOLOGY

### Research Design

The Design is Transactional- Correlational

The type of research is non-experimental, observational, transversal, retrospective and descriptive since it works on factual realities and its fundamental characteristic is to present a correct interpretation of the variables, Knowledge management and Orientation to internal marketing and its relationship with the variable competitive advantages in the hotel sector in three security districts of Baghdad.



Where:

M = Sample of 83 companies

X = Knowledge Management and internal marketing

Y = Competitive Advantages

### Population and sample.

- Population: The Population was determined through the document Iraq: statistical synthesis 2020, which contains a summary of the most

important and updated official statistical information of the hotels and lodgings located in three security districts of Baghdad, which includes 105 hotels companies in these jurisdictions. Based on this information, we have the following study sample. The list of the 105 hotel companies is considered in the investigation.

- Sample: The sample is made up of 83 hotel companies in the districts of Adhamiyah, 9 Nissan and Kadhimiyah, determined proportionally to the number of hotel companies per district

**Table 1 Population and sample of hotels and lodgings located in the districts of Adhamiyah, 9 Nissan and Kadhimiyah**

	Population	Sample of Hotels
Adhamiyah	75	58
9 Nissan	22	19
Kadhimiyah	8	6
Total	105	83

**Definition and operationalization of variables and indicators**

**Table 2 Variables Operationalization [4]**

VARIABLE	DIMENSIONS	INDICATORS
INDEPENDENT VARIABLE (X)		
KNOWLEDGE MANAGEMENT	Human capital	Increase communication.
	Intellectual capital	Increase business opportunities.
	Intangible assets	Increase present and future competitiveness.
	Organizational learning	Raise the leadership of companies in your market. Raise performance.
INTERNAL MARKETING	Employee satisfaction motivation	Increase in employee satisfaction.
		Increase in the attraction and retention rates of the best employees.
		Reduction of work absenteeism.
	Consumer orientation and customer satisfaction	Improvement in the skills and abilities of employees in their productivity and efficiency.
		Increased loyalty and retention of the same.
		Increase in the added value perceived from and provided to customers. Better adaptation to the wishes and needs of customers. Increase in communication with customers.

		Reduction in the number of complaints and claims.
		Improvement in the image of the company before customers.
	Execution of change management strategies	Alignment of employees with the strategies and objectives of the company.
		Better and more effective communication and coordination between all the functions and departments of the company.
		Greater service orientation of the staff.
		Improvement in the ability of employees to manage change in response to the business environment.
		Greater awareness of employees towards customers and their needs.
DEPENDENT VARIABLE (Y)		
COMPETITIVE ADVANTAGES	Leadership costs	Lower cost without sacrificing acceptable quality.
		Lower cost than competitors.
	Differentiation	Greater ability to offer something different to competitors.
		More features to build a brand image and reputation.
		Many variations on the products.
	Focus	Limited niche market.
		Low cost when catering to the niche.
		Improve niche satisfaction.

**Analysis plan.**

Geographical Scope	
Population	1 *, 2 *, 3 *, 4 * hotels; hostels and lodgings
	105 hotels (Adhamiyah, 9 Nissan, Kadhimiyah)
Sample element	Key informant of each hotel establishment
Sampling type	Non-probability sampling, by criterion or judgment
Sample size	83 hotels (Adhamiyah, 9 Nissan, Kadhimiyah)
Information collection method	Questionnaire
Date of realization	Mar-20
Response percentage	98%

To contrast the hypothesis, the chi-square test or chi-square test will be used to demonstrate whether or not the variables Knowledge Management & Marketing development are related to the variable

Advantages in the Market in the hotel sector - Adhamiyah 2017, using the *Chi* statistic. - *Pearson's square* [5].

### Consistency matrix

**Survey:** It was carried out to collect the necessary data and information, directed to the selected sample of the Population.

**Document Analysis:** An analysis was made of various sources such as books, theses, magazines and audited pages that contributed to the structuring, compilation of information, foundation of the theoretical framework and hypothesis statement.

### Ethical Principles

In all research, complying with what is pre-established in a code of ethics is essential since it will guarantee its seriousness, rigour and reliability, and become important to society, and that its contribution is effective to strengthen and improve the field of action where it is developed the entire investigation process [6]. This research aims to respect the following codes of ethics:

- Scientific rigor
- Privacy and confidentiality
- Respect for privacy
- Validity and reliability of the data
- Respect for the rights that people have legally and morally recognized.

### RESULTS

- *Hotels, hostels and lodgings in the study system:* 65% are hotels, 28% Hostels, 6% lodging and 1% others;

whose Geographical scope are constituted in Adhamiyah (70%), 9 Nissan (23%) and in the city of Kadhimiyah (7%).

- *Hotel type by category (stars) in the study system:* 41% are in the two-star category, followed by 13% one-star, 7% three-star and 3% four-star; not having hotels with 5 or more stars. The research was carried out in 65% of Hotels, 28% of hostels, 6% in lodgings and 1% in others.
- *Hotels that have hotel chains:* 88% do not have hotel chains, and only 12% do have hotel chains.
- *Type of company according to its legal form:* 45% are public limited companies or sole proprietorships, followed by 11% from hotel companies with limited liability.
- *Types of companies according to their size;* 58% are micro-companies, 35% small companies, followed by 7% constituted as medium-sized companies
- *Type of hotel by staff employed:* 58% have 4 to 7 workers, followed by 18% with 8 to 10 workers, 16% with 1 to 3 workers, and 1% with more than 20 workers
- *Hotel type by price:* 33% of hotels charge between s/21 to s/40.00 for services, followed by 27% who

charge between s/41 to s/80.00, 24% who charge more than s / 100.00

- *Descriptive results on Knowledge Management*; 63.9% considered the perception level of the hotel company manager as HIGH, followed by VERY HIGH with 25.3% and 10.8% as LOW
- *Descriptive results on Internal Marketing*: 63.9% considered the perception level of the hotel company manager as HIGH, followed by VERY HIGH with 25.3% and 10.8% as LOW
- *Descriptive results on Competitive Advantages*: 68.7% consider the perception level of the hotel company manager as HIGH, followed by VERY HIGH with 22.9% and 8.4% as LOW

### Analysis of results

#### *General Hypothesis Test*

We formulate statistical hypotheses.

Hi: In the districts of Adhamiyah, 9 Nissan, and Kadhimiyah, knowledge management and internal business strategy are linked to establishing competitive advantages in the hotel business.

Ho: In the districts of Adhamiyah, 9 Nissan, and Kadhimiyah, knowledge management and internal business strategy are unrelated

to establishing competitive advantages in the hotel business.

**Interpretation:** We reject the null hypothesis and accept the alternative hypothesis that knowledge management and internal marketing orientation are significantly associated with the development of advantages, as shown by the value of Sig. (Observed crucial value) of 0.000 0.05. At a significant level of 95 per cent reliability, the hotel sector in Adhamiyah, 9 Nissan, and Kadhimiyah is competitive.

#### **Specific Hypothesis Test 1**

Hi1: In the districts of Adhamiyah, 9 Nissan, and Kadhimiyah, human capital impacts the creation of competitive advantages in the hotel business.

Ho1: In the hotel industry of Adhamiyah, 9 Nissan, and Kadhimiyah districts, human capital has little impact on creating competitive advantages.

**Interpretation:** Because of the value of Sig. (Critical value observed) is 0.000 0.05, we reject the null hypothesis and accept the alternative hypothesis, namely, that human capital affects the development of competitiveness in the hotel sector in the districts of Adhamiyah, 9 Nissan, and Kadhimiyah at a 95% reliability significance level.



### Specific Hypothesis Test 2

Hi2: In the districts of Adhamiyah, 9 Nissan, and Kadhimiyah, intellectual capital has an impact on the creation of market leadership in the hotel business.

Ho2: Intellectual capital has little bearing on the development of competitive advantages in the hotel industry in the districts of Adhamiyah, 9 Nissan, and Kadhimiyah.

**Interpretation:** We reject the null hypothesis and accept the alternative hypothesis that intellectual capital does influence the creation of competitive advantages in the hotel sector in the Adhamiyah, 9 Nissan, and Kadhimiyah districts, with a significance level of 95 per cent reliability.

### Specific Hypothesis Test 3

Hi3: In the districts of Adhamiyah, 9 Nissan, and Kadhimiyah, intangible assets impact the creation of competitive advantages in the hotel sector.

Ho3: Intangible assets have little bearing on the growth of competitive advantages in the Adhamiyah, 9 Nissan, and Kadhimiyah districts' hotel sector.

**Interpretation:** We reject the null hypothesis and accept the alternative hypothesis that intangible assets do influence the development of competitive advantages in

the hotel sector of the districts of Adhamiyah, 9 Nissan, and Kadhimiyah, with a significance level of 95 per cent reliability.

### Specific Hypothesis Test 4

Hi4: In the districts of Adhamiyah, 9 Nissan, and Kadhimiyah, organizational learning impacts the establishment of competitive advantages in the hotel sector.

Ho4: Organizational learning has little effect on establishing competitive advantages in the Adhamiyah, 9 Nissan, and Kadhimiyah districts' hotel industries.

**Interpretation:** Because the value of Sig (observed critical value) is 0.000 0.05, we reject the null hypothesis and accept the alternative hypothesis, namely, that organizational learning influences the development of competitive advantages in the hotel sector of the districts of Adhamiyah, 9 Nissan, and Kadhimiyah, at a 95 percent reliability significance level.

### Specific Hypothesis Test 5

Ho5: In the districts of Adhamiyah, 9 Nissan, and Kadhimiyah, employee motivation and satisfaction impact the creation of market leadership in the hotel sector.

Hi5: In the hotel industry of Adhamiyah, 9 Nissan, and Kadhimiyah districts, employee motivation and satisfaction have little bearing on creating competitive advantages.

Interpretation: Since the value of Sig (observed critical value) is 0.000 0.05, we reject the null hypothesis and accept the alternative hypothesis, namely, that employee motivation and satisfaction influence the development of competitive advantages in the hotel sector of the districts of Adhamiyah, 9 Nissan, and Kadhimiyah, at a 95 per cent reliability significance level.

### Specific Hypothesis Test 6

Hi6: In the districts of Adhamiyah, 9 Nissan, and Kadhimiyah, customer satisfaction and Orientation have an impact on the creation of competitive advantages in the hotel sector.

Ho6: In the districts of Adhamiyah, 9 Nissan, and Kadhimiyah, customer satisfaction and Orientation have an impact on the creation of competitive advantages in the hotel sector.

Interpretation: We reject the null hypothesis and accept the alternative hypothesis that satisfaction and customer orientation do influence the development of competitive advantages in the hotel sector of the districts of Adhamiyah, 9 Nissan, and Kadhimiyah, at a significance level of 95 per cent reliability.

### Specific Hypothesis Test 7

Hi7: In the hotel sector of the districts of Adhamiyah, 9 Nissan, and Kadhimiyah, the implementation of strategies and change management impacts the development of competitive advantages.

Ho7: The growth of competitive advantages in the hotel sector of Adhamiyah, 9 Nissan, and Kadhimiyah is unaffected by the implementation of strategies and change management.

**Interpretation:** If the Sig. (Observed Critical Value) is 0.000 0.05, we reject the null hypothesis and accept the alternative hypothesis, which is that execution of strategies and change management influences the development of competitive advantages in hotels in Adhamiyah, 9 Nissan, and Kadhimiyah, at a significance level of 95%.

## CONCLUSIONS

## AND

## RECOMMENDATIONS

### Conclusions

This paragraph deals with the most important conclusions reached in this research and the theoretical aspects.

Practical as follows:

1. Knowledge is the most critical asset in the organization, including a mixture of experience, skill, values and information, and capabilities, intuition and imagination, which play an essential role in making successful decisions.
2. By following the entrances to knowledge management, the organisation can acquire and share

- the collective experience of the communities and build a distinguished position for them and thus achieve its goals.
3. The success of the organization's work depends on the efficiency rate of its management in making decisions, which are the essence of the administrative process and its means in achieving the set goals.
  4. Most of the research sample members are concerned and agree on the importance of apparent knowledge and the information, knowledge and data it contains in the organization that contributes significantly to making successful administrative decisions.
  5. There is a fairly large percentage of the managers of the research sample who are unaware of the importance of the skills, experiences and abilities possessed by the organization's members in reaching the set goals and facing challenges within the competitive environment of their organizations.
  6. There is a small percentage of the answers of the members of the research sample, indicating their lack of awareness and understanding of tacit knowledge and what it represents as an effective means of achieving success.
  7. The vast majority of the managers of the research sample agree on the great importance of the decision-making process, which is linked to the fate of the organization, by following the scientific methods and studied steps to take such decisions [7].
  8. It was found that there is a significant correlation between knowledge management, both explicit and implicit, and the decision-making process.
  9. Knowledge management and internal marketing orientation are 95 percent reliable in establishing competitive advantages in the hotel industry of Adhamiyah, 9 Nissan, and Kadhimiyah. Because the Sig. (Critical value observed) is 0.000 0.05, we reject the null hypothesis and accept the alternative hypothesis. Human capital influences the formation of competitive advantages in the hotel sector in Adhamiyah, 9 Nissan, and Kadhimiyah with a 95% confidence level. Intellectual capital influences the growth of competitive advantages in the hotel sector in the districts of Adhamiyah, 9 Nissan, and Kadhimiyah. Intangible assets promote the growth of competitive advantages in the hotel business in Adhamiyah, 9 Nissan, and

Kadhimiyah. Hotel industry competitive advantages are affected by organizational learning in Adhamiyah, 9 Nissan, and Kadhimiyah. Employee engagement and satisfaction influence competitive advantages in the hotel sector in Adhamiyah, 9 Nissan, and Kadhimiyah. Due to client satisfaction and Orientation, hotels in Adhamiyah, 9 Nissan, and Kadhimiyah enjoy a competitive advantage. Because of their capacity to efficiently execute and manage strategies and changes, hotels in Adhamiyah, 9 Nissan, and Kadhimiyah have a competitive advantage.

10. Of the sample of 83, 65% are Hotels, 28% are hostels, 6% are lodgings and 1% are others; whose geographical scope is made up of Adhamiyah (70%), 9 Nissan (23%) and Kadhimiyah (7%). 41% are in the two-star category, followed by 13% one-star, 7% three-star and 3% four-star; not having hotels with 5 or more stars. 88% do not have hotel chains and only 12% do have hotel chains. Of the 83 samples, 45% are public limited companies or sole proprietorships, followed by 11% from hotel companies with limited liability. 58% are micro-companies,

35% are small companies, followed by 7% constituted as medium-sized companies. 58% have 4 to 7 workers, followed by 18% with 8 to 10 workers, 16% with 1 to 3 workers, and 1% with more than 20 workers. 33% of hotels charge between s / 21 to s / 40.00 for services, followed by 27% who charge between s/41 to s / 80.00, 24% who charge more than s / 100.00. Regarding Knowledge Management, 63.9% considered the perception level of the hotel company manager as HIGH, followed by VERY HIGH with 25.3% and 10.8% as LOW. Regarding Internal Marketing, 63.9% considered the perception level of the hotel company manager as HIGH, followed by VERY HIGH with 25.3% and 10.8% as LOW. Regarding Competitive Advantages, 68.7% considered the perception level of the hotel company manager as HIGH, followed by VERY HIGH with 22.9% and 8.4% as LOW.

### Recommendations

**Through the conclusions put forward, the following recommendations were reached:**

- i. The need for serious attention by organizations in general, and tourism and hotel organizations in particular,

to knowledge, its operations and management, as it has become today the real capital and the main source of its material resources to support the competitive advantage in light of the challenges and continuous changes in the business environment and artistic and important tributary

- ii. Managers in the research sample must take into account the important role, not only of the apparent knowledge and what it contains, and do not neglect the experiences and knowledge of information and knowledge owned by the organization, but they must also and the skills of the tacit knowledge of the members of their organizations or companies and their importance and the role of an effective self-determination organization and its survival.
- iii. Urging the departments of tourism and hotel organizations to attract experienced and skilled workers and holders of specialized academic and professional certificates to attract them to occupy important work centres in the organization or company.
- iv. The need for the departments of tourism and hotel companies to seek to increase the expertise and skills of workers through their participation in

specialized courses inside and outside the country.

- v. The necessity of following scientific and practical methods and means in the process of making decisions related to the fate of a problem and collecting information about it and the alternatives for its work and the future of the organization, starting from identifying the best alternatives to evaluating them through the optimal decision.
- vi. The necessity of the participation of middle and lower administrations in making decisions in a way that enhances their morale and benefits the organization.
- vii. The necessity of building a unified knowledge base within the organization that effectively contributes to providing departments with correct and accurate information necessary for making administrative decisions.
- viii. The need to think seriously about establishing an intranet between public, mixed and private sector companies operating in the tourism and hotel sectors to exchange knowledge and strengthen environmental ties, because these
- ix. Links can reduce a lot of costs that each company will bear on its own and thus contribute significantly.

- x. Great in helping those departments to make and make the best decisions.

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