

Knowledge Management in Accommodation: Infrastructure, Applications and Obstacles Encountered

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Today, not only condensed of the competition between businesses has also changed its structure. Competition has based on more information, and intellectual resources is becoming more important for competitive advantage than physical resources. Modern enterprises, -to survive, sustainable and differentiated competitive advantage by providing long-term superior- have to manage their information in a systematic manner. Information management, from determining information needs of businesses, using the information for the purpose of creating added value for the business until the last refers to the process. Main effort is to make knowledge productive. Intellectual capital within the organization to use the most efficient manner, that is created as a scientific field of knowledge transfer provides enterprise. Objective decision-making, production, resource transfer, competitiveness, prosperity, development hits describe and to accelerate within the organization implicit information revealed, the explicit knowledge of the movement by ensuring the institution's yield will contribute to the right people to be fit to deliver. In short, knowledge generation, storage, transfer, access, utilization is concerned.

In knowledge management; technology, structural and cultural items are three basic elements, and these provides maximize of the social capital. Implementation of information management and business process to realize the objectives can not always be possible to be able to create results and a number of obstacles and problems are encountered. And on the success of knowledge management technology that prevents the majority, are due to organizational structures and cultural elements.

As in all sectors, in tourism sector the acquisition of knowledge, use and storage protection is vital. As a knowledge intensive industry, in tourism industry, information and communication technologies, tourism product identification, promotion, distribution, together be brought, regulation and consumer submitting, depending on playing a significant role of the information, it has become the main source of the sustainable competitive advantage and a strategic weapon.

In this study, the tourism sector has an important place in the management of information about the current state of accommodation businesses, and is intended to clarify their stance. In participated enterprises of the research, it was tried to find out that if the knowledge management infrastructure is enough to create necessary information for the activities of executive management, the application process and the obstacles encountered.

3-5 star accommodation establishments in Adana, Mersin and Hatay which have high tourist potential have been identified as the main body of the resource. Survey method was used

for data collection. 46 of 52 companies were conducted with the survey. The first part of the survey consists of questions about demographic characteristics of participants the general characteristics of business. In the second part, infrastructure of knowledge management, process tools of knowledge management (information, involvement, sharing, and for using), and the obstacles encountered in practice of the surveyed companies have been tried to determine. So that 51 (5-Likert scale) questions were asked. Overall reliability of the scale was calculated as $\alpha = 0.933$.

First of all, applying information management in an organization effectively and efficiently is possible with the presence of a strong infrastructure. According to research, expressions about the adequacy of infrastructure, almost all have 4 on the average value. These values show that there are adequate organizational infrastructure that supports knowledge management applications in participated companies.

46 accommodation companies, concerning the current state of knowledge management practices were investigated under four different processes. These are: knowledge acquisition, internalization, sharing and using. Arithmetic mean of the responses received from managers is 3.68 about the process of the **obtain information**. In the process of the **internalization information** was given the subjects that information classification, storage and preservation, shortly these are efforts to make the information into the organization. "the tools that enable classify and record information" and "the technologies that ensure the information accessible and storable securely" were found sufficient by the managers. The lowest average is about the adequacy of the tools that prevent leaking information of the individuals within the organization.

It was tried determine that the adequacy of the tools **sharing information** of the companies, in this regard it is understood that there are no significant shortcomings. The ratio of technological equipment adequacy to share information is 91.3%. In surveyed companies, the adequacy of the tools that make **use of information** is at the rate of 80%.

The obstacles in which knowledge management applications of the surveyed companies are mostly caused by organizational culture and infrastructure. Obstacles were encountered are as follows; "the benefits of knowledge management can not be fully understood by all employees", "insufficient funding", "organizational culture is not relevant enough to the knowledge management", "the lack of willingness of staff to share information", "implementation challenges", "insufficient time", "the absence of standard business processes", "the lack of willingness of staff to and "the lack of executive support.

As a result, enterprises have considered the knowledge as assets that provides competitive advantage and also they know that the knowledge management is an important business process created their own collective knowledge. All of the companies that participated in the research are also aware of the importance of the knowledge on business performance.

A significant portion of performed researchs in our country in various sectors to identify knowledge management practices is shown that practices in the knowledge management process is far from realized expectations. In this research, according to the data obtained; systematic knowledge management infrastructure is to be established and knowledge management activities are conducted -comparatively- at a sufficient level in accomodation companies in tourism industry.