



**EFFECTS OF MARKET ORIENTATION, SERVICE INNOVATION AND
KNOWLEDGE MANAGEMENT CAPABILITIES ON ORGANIZATIONAL
PERFORMANCE OF HOTELS IN MELAKA, MALAYSIA**

By

SALFARINA BINTI ABDUL SUKOR

**Thesis Submitted to the School of Graduate Studies, Universiti Putra
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Master of Science**

September 2023

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Abstract of thesis presented to the Senate of Universiti Putra Malaysia in
fulfilment of the requirement for the degree of Master of Science

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The occurrence of the COVID-19 pandemic resulted in a great deficiency in Malaysia's economic growth and business performance. It is crucial to research on how dynamic capabilities affect the hotel's business given how they have been striving during the pandemic phase. Objectives of this study is to identify the level of three Dynamic Capabilities (DCs) dimensions, Market Orientation, Service Innovation, and Knowledge Management towards Organizational Performance to determine the relationship between respected variables of Dynamic Capabilities (DCs) dimensions, and the factors that influence the organizational performance determinants. Quantitative approach used in this study with 86 respondents from 65 hotels which are a hotels member of Malaysian Association of Hotels (MAH) in Melaka. Data collected through an online survey. Method to analyze data are descriptive, correlation, and multiple linear regression using IBM SPSS Statistics Version 25. Instruments adopted from previous scholars through validated questionnaires have been executed. The findings of the research revealed that the relationship between Market Orientation and Service Innovation was moderately positive and highly statistically significant ($r=.458$, $p<.001$). In addition, Service Innovation and Knowledge Management were moderately positive and statistically significant for the relationship between ($r=.638$, $p<.001$). By comparison, the relationship between Knowledge Management and Market Orientation was relatively low positive and statistically significant ($r=.346$, $p<.001$). Market Orientation and Knowledge management dimensions were revealed to be the strong factors that influenced the organizational performance of the hotels in Melaka. Taking everything into account, this research has filled the gaps in theory and the body of knowledge specifically exploring and exploiting the new dynamic capabilities that would help to unlock the potential of the internal or external resources of the hotel's organization. Furthermore, the DCs theoretical framework developed in

this research conveys that the study's findings were supported by the analysis, and it can be applied to future investigations in different business settings.

Keywords: Organizational Performance, Dynamic Capabilities, Market Orientation, Service Innovation, Knowledge Management

SDG: GOAL 4: Quality Education, GOAL 8: Decent Work and Economic Growth.



Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia
sebagai memenuhi keperluan untuk ijazah Master Sains

**KESAN ORIENTASI PASARAN, INOVASI PERKHIDMATAN DAN
KEUPAYAAN PENGURUSAN PENGETAHUAN KE ATAS PRESTASI
ORGANISASI HOTEL DI MELAKA, MALAYSIA**

Oleh

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Kemunculan pandemik COVID-19 telah menyebabkan kemerosotan signifikan dalam pertumbuhan ekonomi dan prestasi perniagaan di Malaysia. Adalah penting untuk mengkaji bagaimana Keupayaan Dinamik (DCs) mempengaruhi perniagaan hotel memandangkan usaha mereka untuk bertahan semasa fasa pandemik. Objektif kajian ini adalah untuk mengenal pasti tahap tiga dimensi Keupayaan Dinamik (DCs), iaitu Orientasi Pasaran, Inovasi Perkhidmatan, dan Pengurusan Pengetahuan terhadap Prestasi Organisasi, menentukan hubungan antara pembolehubah dimensi Keupayaan Dinamik (DCs), serta faktor-faktor yang mempengaruhi penentu prestasi organisasi. Pendekatan kuantitatif digunakan dalam kajian ini dengan 86 responden daripada 65 hotel yang merupakan ahli hotel Persatuan Hotel Malaysia (MAH) di Melaka. Data yang dikumpul melalui tinjauan dalam talian. Kaedah untuk menganalisis data ialah deskriptif, korelasi, dan regresi linear berganda menggunakan IBM SPSS Statistics Versi 25. Instrumen yang diadaptasi daripada sarjana terdahulu melalui soalan kaji selidik yang telah disahkan telah dilaksanakan. Dapatan kajian menunjukkan bahawa hubungan antara Orientasi Pasaran dan Inovasi Perkhidmatan adalah sederhana positif dan sangat signifikan secara statistik ($r=.458$, $p<.001$). Inovasi Perkhidmatan dan Pengurusan Pengetahuan adalah sederhana positif dan signifikan secara statistik untuk hubungan antara ($r=.638$, $p<.001$). Sebagai perbandingan, hubungan antara Pengurusan Pengetahuan dan Orientasi Pasaran adalah positif secara relatif rendah dan signifikan secara statistik ($r=.346$, $p<.001$). Dimensi Orientasi Pasaran dan Pengurusan Pengetahuan didapati sebagai faktor kukuh yang mempengaruhi prestasi organisasi hotel di Melaka. Secara keseluruhannya, penyelidikan ini telah mengisi jurang dalam teori dan badan pengetahuan khususnya meneroka dan mengeksplorasi keupayaan dinamik baharu yang akan membantu membuka potensi sumber dalaman atau luaran organisasi hotel. Tambahan pula, rangka kerja teori DC yang dibangunkan dalam penyelidikan ini menunjukkan bahawa

dapatan kajian disokong oleh analisis, dan ia boleh digunakan untuk penyelidikan masa hadapan dalam pelbagai konteks perniagaan yang berbeza.

Kata Kunci: Prestasi Organisasi, Keupayaan Dinamik, Orientasi Pasaran, Inovasi Perkhidmatan, Pengurusan Pengetahuan

SDG: MATLAMAT 4: Kualiti Pendidikan, MATLAMAT 8: Pekerjaan yang Sesuai dan Pertumbuhan Ekonomi.



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Salfarina Binti Abdul Sukor
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LIST OF ABBREVIATIONS

MAH	Malaysian Association of Hotels
RBV	Resource Based-View
DCs	Dynamic Capabilities
MOTAC	Ministry of Tourism, Arts and Culture
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNWTO	World Tourism Organization
DOSM	Department of Statistic Malaysia
MICE	Meetings, incentives, conferences, and exhibitions tourism
MAH	Malaysian Association of Hotels
RBV	Resource Based-View

CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter instigates a brief central thought of introduction to the research idea of organizational performance in hotel establishments. It outlines the research aims and objectives, research questions and significant contributions. This preamble chapter will factually recount the discussion about the thesis.

1.2 Background of the Study

Every organization differs from one to another depending on how well they perform. There are some organizations that outperform others, and some organizations have low performance. Performing a dynamic business is very challenging for any commercial organization. However, under certain circumstances, an organization could not control the fierce competition, economic downturn, and unexpected market shifts. Liu & Yang (2021) claimed that this situation has been exacerbated by the occurrence of the worldwide pandemic outbreak as the hotel and tourism businesses have been placed on hold. This results in a great deficiency in the organizational performance of the hotel.

In Malaysia, tourism arrival statistics indicated a high reduction trend from 26.10 million in the year 2019 to 4.33 million in the year 2020. This trend continues decreasing to only 0.13 million in the year 2021 and caused a big drop in receipt to 0.24 billion (n.d.). This situation indicates that it has been critical for our tourism and hotel industry in ensuring the survival of the operations especially due to the COVID-19 pandemic (Sangaran & Selvanayagam, 2021). Consequently, the Malaysian Statistics Department (DOSM) announced in March 2021, that nationwide unemployment increased from 4.8% to 4.9% between December 2020 and January 2021.

Meanwhile, according to the Malaysian Association of Hotels (MAH) (August, 2021), at least 120 hotels in Malaysia have closed temporarily or permanently as a result of Covid-19. Table 1.1 reveals that Melaka ranked 9th, with a total of 4,074 hotel room cancellations, resulting in estimated losses of RM 690,499. Kuala Lumpur secured the 1st rank, with a total of 55,050 hotel room cancellations, leading to estimated losses of RM 23,021. Sabah followed closely in 2nd place, with a total of 32,393 hotel room cancellations and estimated losses of RM 301,550,605. Lastly, Pulau Pinang claimed the 3rd position, with a total of 17,753 hotel room cancellations and estimated losses of RM 8,908,000.

Table 1.1 : Hotel Room Cancellations in Malaysia

Ranking	State	Room Cancellations	Losses due to room cancellations (RM)
1	Kuala Lumpur	55,050	23,021,301
2	Sabah	32,392	11,550,605
3	Pulau Pinang	17,753	8,908,000
4	Selangor	22,929	7,212,048
5	Negeri Sembilan	13,534	6,690,500
6	Johor	18,455	5,636,470
7	Kedah	3239	3,291,500
8	Perak	2403	1,022,289
9	Melaka	4074	690,499
10	Pahang	180	144,628
11	Sarawak	76	22,525
Total		170,085	68,190,364

(Malaysian Association of Hotel, 2020)

A part of Melaka has been recognized as a World Heritage Site by UNESCO (UNESCO World Heritage Centre, n.d.) on 7 July 2008. The UNESCO World Heritage Site designation specifically applies to the historic city of Melaka, which encompasses the core area of the city with its historical buildings, streets, and cultural landmarks. It showcases a series of historical and cultural influences resulting from its former role as commercial ports connecting the East and the West.

In connection with this, the Melaka state government has set a key performance indicator (KPI) targeting for the year 2023, 7.45 million visitor arrivals and the extension of their overnight stay to three nights in the state of Melaka. The State Government of Melaka is also focusing on increasing the number of planned tourist events in the state via various strategies in upgrading licensed homestays, tourist destinations for Meeting, Incentives, Conferences, and Exhibitions (MICE) and developing integrated and strategic joint ventures with key players in the tourism and hospitality industry (Unit Perancang Ekonomi Negeri, 2021).

According to Daya et al. (2020) in Economic Tourism Sector Development in the State of Malacca of Twelfth Malaysia Plan 2021-2025, RM3,260,000 million has been allocated for maintenance provision including infrastructure and sector empowerment tourism, culture, and heritage. Financial aid has also been addressed to the hotel operators such as budget hotels and homestays operators as a mechanism to upgrade service and facilities. Therefore, the emergence of redeveloping the hospitality and tourism sectors must be urged.

Since Melaka government made the announcement to reopen the borders on April 1, 2022, it is targeted 5.6 million visitors of this year. Efforts to reinvigorate tourism promotions are underway, aiming to encourage visits to the main tourism destinations in Melaka, as reported by The Star Online (2022). These

developments indicate that hotel organizations in Melaka are gearing up to deliver optimal tangible and intangible products and services. This initiative not only aims to boost the local economy but also ensures their sustained prominence as key players in the hospitality industry. Hence, Melaka has been selected as the focus of this research.

Hotels operators should concentrate on understanding internal capabilities that can increase their competitiveness as well as meeting customers' needs and demands. Hence, hotels should apply suitable techniques to enhance their performance, boost occupancy rates, and generate profits. (Veiga, Ambrósio & Ferreira, 2019). Agreed by En Khairulnizam bin Kasim, President of Board Members of MAH under the Melaka Chapter said, that members of the Melaka Chapter were struggling to reposition themselves by initiating marketing programs, activities and campaigns in the industry after the pandemic took place. However, the role of the state government is also expected to help in supporting and amplifying this industry economy by reducing service tax, inheritance, and tourism tax. By aligning the comeback strategies, the hotel industry is providing employment opportunities for Melaka citizens through employment hiring campaigns. Even though the shortage of employees has been an unsolved issue for decades in the hotel sector, he claimed that this is the peak time as the travel restrictions are being lifted. Together, the new employment will help to enliven and support the survival of this hotel industry.

1.2.1 Sustainable Development Goals (SDGs)

Playing an important role in achieving the Sustainable Development Goals (SDGs), the hospitality and tourism industry has played a significant role in action. According to Raub & Martín-Ríos (2019) the hospitality sector as well as the countries that host these businesses benefit from sustainable strategies adopted to achieve the SDGs. The COVID-19 reinforced the important role sustainability plays in this industry, shedding light on changing dynamics between sustainability and hospitality (Jones & Comfort, 2020). By encouraging students into careers in hospitality, increasing a sustainable employment market can lead to SDG 4 (Quality Education) and SDG 8 (Decent Work and Economic Growth) (Cesário et al., 2022). Rather than relying excessively on artificial intelligence (AI) or contemporary technology, hospitality sectors can incorporate SDGs into their operations progressively by reinterpreting old workplace culture.

Concerning earlier approaches which value advancing economic, social, and environmental well-being are of prime importance (Seraphin & Gowreesunkar, 2021). According to Landau (2020), for the hotel industry to effectively contribute at which low-carbon development world, it must avoid being over-reliant on digital technology and can then follow a proactive stance instead. There is a marked trend for hotels to prioritize matters of sustainability as they did not take up overly the adoption of technical improvements. The rising emphasis on such ideas as Environmental Marketing, the Sustainable Development Goals, and the Circular Economy is evident here (Naikoo et al., 2022). The aviation operators

and hotels aim to build sustainable communities and cities through grassroots initiatives that are compatible with SDG goals by providing an example effort such as the collaborative activities between hotel sector and airlines companies (Stanojevic, 2020).

With sustainable development, and consequently the SDGs, a new life struggle has begun. The key to promoting economic growth, social inclusion and environmental protection lies in the dedication of hospitality and tourism industry's efforts to be sustainable. Community and industry participants are all duly involved in genuinely sustainable practice, with new emphasis on seeking real commitment to the SDGs as part of a globally sustainable future. While hospitality companies have taken steps towards sustainable practices, there remains an urgent need to tackle the intricate challenges posed by the UN's SDG (Diamantis, 2020). But this narrative frequently ignores how difficult it is to achieve SDGs pertaining to industry, innovation, and infrastructure when relying primarily on information and communication technologies (ICTs) (Arcuri et al., 2020). Across the globe, the tourism and hospitality sectors claim to align with the SDGs, purporting a significant impact on sustainable development (Seraphin & Gowreesunkar, 2021). Moreover, various industry trade organizations herald their potential to substantially contribute to the SDGs (Jones & Comfort, 2019).

1.2.2 Organizational Performance

Throughout the history of the hospitality industry, its organizational performance has been influenced by different aspects. For instance, historically, one of the major factors that affected the industry's success was its workforce and its ability to adjust to changes (Huang et al., 2021). Unfortunately, the industry had some difficulties in implementing strategies that would help it to retain the best employees and offer sustainable growth (Ghani et al., 2022). Also, government measures aimed at assisting companies and preventing the spread of the virus in times of a pandemic affect the hospitality industry's organizational performance (Aharon et al., 2021).

Organizational environment contributes to major performance differences in the hospitality industry (Seidu et al., 2021). Past studies show that positive cultural attributes contribute to the enhancement of business performance as it enhances innovation and adaptability (Kiziloglu, 2022). Besides that, corporate social responsibility is associated with the job satisfaction of employees in the sector. There are frequent studies that show the implication of job satisfaction with work performance and organizational commitment of employees (Jarkovská, 2021).

Training, innovation, and job satisfaction are among the factors that influence organizational performance (Kanapathipillai, 2021). There are studies that show the mediating roles of training, innovation, and job satisfaction in the relationship between multiple organizational factors and various performance outcomes shown. In addition, green marketing orientation may also be associated with the

increase of environmental and social performance of hospitality firms (Fatoki, 2019).

Lee (2021) notes that technological applications, such as the use of information and communication technologies, have significantly changed the hospitality and tourism industry and has directly influenced organizational performance. Another option for addressing the problem of the performance of the sector and promoting sustainable practices is implementing business model innovation for sustainability (Presenza et al., 2019). In conclusion, the organizational performance in the hospitality industry above is not straightforward. It is complex due to many different factors. For example, it is possible to mention labor market elements, external, governmental ones, organizational culture, corporate social responsibility, and Innovation, training technology, sustainability. If those factors are paid attention to, the enterprises in the sector will perform better and sustain their activity.

Organizational performance attributes in the hospitality industry entail the aspects that have a derivation, it is critical on the sustainability of work leading to organizational effectiveness. The leadership characteristics and how it is embedded in the working environment and performance make it critical characteristic of the hospitality industry (Chon & Zoltan, 2019). The attributes of a crisis-resilient organization, in terms of its qualities and mitigating factors, should also be looked at as the other changes affecting organizational performance that happen in the tough times (Aydogan et al., 2023). In the need for understanding how the critical traits that cause high performance are transferred to the new talents to guarantee good performance over these variant roles (Dutta et al., 2023).

In addition, the fact that employee performance is also influenced by the direct or indirect factor employer image, organizational culture, and organizational justice, implies that a number of other factors such as job security, industry attractiveness, and organizational feeling of fairness help to maintain organizational performance (Schwaiger et al., 2021; Abuelhassan & AlGassim, 2022; Seidu et al., 2021). For instance, talent management practices, training, and innovation-type attributes are critical for such hospitality outcomes as job commitment and loyalty or performance (Bahuguna et al., 2022; Kanapathipillai, 2021). The positive results of these performances could be achieved, if the staff was taken in the loop of the implementation of workplace wellness programs and diversity management in the organization as well as corporate responsibility policies implemented by the firm (Varga et al., 2021; Mistry et al., 2021; Nzuva, 2022).

Organizational agility, market orientation, strategic capabilities, and the enhancement of the competitive environment are critical for improved performance and driven outcomes (Manurung & Kurniawan, 2021; Talari & Khoshroo, 2022). In the hospitality industry, transactive memory systems are critical in the utilization knowledge to make rapid and accurate decisions,

strategic orientations, and learning are some initiatives that enhance guest satisfaction and performance (Batra et al., 2021). Others include human resource capabilities, service innovation, and reward systems, among others, are critical in success levels within the organization and productivity and contributions of the employees and led to enhance guest satisfaction and performance (Batra et al., 2021; Bhat & Sharma, 2021; Schneider & Treisch, 2019).

In short, all the dimensions of organizational success within the given sector have been stated. These embody the quality of leadership, resilience in crisis, effective talent management, the power of corporate culture, employee satisfaction, flexibility, innovativeness, and strategic capabilities. Through focusing on these dimensions and implementing effective tactics, hospitality firms can enhance their operational and competitive performance and secureness in the long-term future of the segment that remains heavily dynamic.

The opportunities offered by the hospitality industry organization performance framework include multiple strategic directions to improve competitiveness and sustainability. For example, market orientation and organizational learning lead to better brand performance, which is a competitive advantage in the industry Talari & Khoshroo (2022). Green human resources management may drive sustainable development and environmental responsibility in the hospitality sector Susanto et al., (2022).

Implementing a strategic reward system can enhance work productivity and contribute to maximizing competitive advantage in the industry. Embracing entrepreneurial factors such as collaboration and learning can foster innovation and drive competitive advantage for tourism and hospitality firms (Liu et al., 2023). Besides that, addressing challenges and strategies for employee retention can lead to sustainable growth opportunities and effective communication practices, ultimately enhancing organizational performance (Ghani et al., 2022).

Employing a strategic reward system might possibly aid in the work productivity enhancement and eventually support in attaining a competitive advantage as the utmost appropriate maximized reward in the industry. As a result of the developments of a conducive atmosphere through which entrepreneurial factors, collaboration, and learning opportunities might be utilized in hospitality and tourism firms, innovative firms in the hospitality and tourism sectors will benefit from such developments (Liu et al., 2023). Additionally, sustainable growth opportunities can be obtained by addressing such challenges and planning strategies for the effective retention of employees or the development and use of appropriate communication practice (Ghani et al., 2022). Building a skilled and motivated workforce in the hospitality industry can be accomplished by identifying essential traits for their hiring and their job satisfaction (Dutta et al., 2023). Besides that, transforming marketing structures through chaos theory perspectives will provide innovative ways of engaging employees and

customers, thus enhancing the delivery of services and the results produced in each organization (Altınay & Arıcı, 2021).

As human resource capabilities, optimizing hospitality performance via innovation and understanding power and sector differences in the marketing innovation of the sector can provide notable insights to enhance organizational effectiveness and competitiveness (Rahman et al., 2021; Persaud et al., 2021). Additionally, using organizational culture for the marketing of social media and marketing mix offers for customer satisfaction and performance of the hospitality sector (Sadbewendin et al., 2020; Lin et al., 2020; Lim & Ok, 2022). One of the distinctive features that can be considered for hospitality industry employees is that they will be motivated by their work if they are satisfied with their job scope. Indeed, according to Dutta et al. (2023), this approach will help develop an expert and motivated staff.

Furthermore, the changes in marketing structures that can be achieved with the help of chaos theory perspectives will result in new ways to engage both employees and customers (Altınay & Arıcı, 2022). Therefore, improving service, hospitality performance, and other organizational outcomes can be expected (Sadbewendin et al., 2020; Lin et al., 2020; Lim & Ok, 2022). For example, the performance assessment offers opportunities to assess the effects of developing human resource capabilities, focusing on innovation and power understanding for hospitality performance, and analyzing the impact of marketing innovation differences in industries (Sadbewendin et al., 2020; Lin et al., 2020; Lim & Ok, 2022). For this reason, it was possible to identify relationships that will be used in the study (Rahman et al., 2021; Persaud et al., 2021).

Green innovation, balanced scorecard, and corporate social responsibility will make sustainability possible, and the company's business grow, and its brand be more reputable in the hospitality industry (Batra et al., 2021; Bahuguna et al., 2022; Elsayed & Daif, 2019). Organizational justice, certain employee-related indices, and empowerment of senior workers may create an enabling environment making employees satisfied with their jobs, and the company is successful (Davahli et al., 2020; Mistry et al., 2021; Younies & Al-Tawil, 2020).

In short, it can be noted that the way to long-lasting triumph and stability on the market that continues to evolve, and change lies through proper realization of the full potential of market orientation, innovation, efficient talent development and management, dedication to sustainability, and facilitation of employee commitment. They are essential components of boosting competition, cultivating client pleasure, and ensuring a robust foundation for expansion. Seizing these prospects and actively leveraging an intelligently designed strategic strategy, hospitality can attain even greater strength and prosperity.

1.2.3 Market Orientation

Market orientation within the hospitality industry has undergone an immense change. In the earlier past, most studies regarding market orientation were carried out in the manufacturing sector and consumer goods and not in the hospitality industry. However, recent work indicates the vital role market orientation plays in the hospitality sector primarily because it influences the sector's performance. Some of the factors that influence the performance of the hospitality industry are customer orientation and inter-function coordination for both the financial and social performance (Kazemian et al., 2020).

Essentially, the significance of the development of market orientation in the hospitality field should be considered. Initially, the studies focused on the phenomenon of the market orientation of the manufacturing industry and the industry of consumer goods, while the hospitality field remained understudied (Sampaio et al., 2019). Nonetheless, over the past decade, the market performance of the services and hospitality sector has gained relevance. Besides that, customer orientation and inter-function coordination have been shown to have strong effects on the financial and social performance of the hospitality field (Kazemian et al., 2020).

Moreover, the integration of green marketing orientation and strategic green practices is playing a vital role in creating green consumption behavior in the hospitality and tourism industry (Khan et al., 2021). In the case of small and medium enterprises within the hospitality sector, market orientation helps in understanding the market and meeting the customer preferences, and increasing the value for customers (Hu et al., 2020). In the case of small and medium enterprises within the hospitality sector, market orientation helps in understanding the market and meeting the customer preferences, and increasing the value for customers (Wibisono et al., 2020). The market orientation also has a direct and positive effect on the industry performance (Anjaningrum & Rudamaga, 2019).

In addition, market orientation has been increasingly adapted into 'green market orientation' and 'green strategic practice' to elevate green consumption behavior in the hospitality and tourism sector (Khan et al., 2021). This major development has required pivotal factors including corporate social responsibility especially on front employees' customer-oriented measures (Hu et al., 2020). With respect to small and medium size enterprises (SME) within the hospitality industry, market orientation has seemed to record a more significant result in enhancing enterprise performance. This orientation is done by enhancing their comprehensibility of the market arenas and the customer needs customers (Wibisono et al., 2020). It further creates an additional value for their customers. To illustrate, competitive advantage enhanced by market orientation and mediated by product innovation have had a greater effect on the industry's performance (Anjaningrum & Rudamaga, 2019).

To clarify, market orientation has been linked to organization performance and emphasized the significance of customer orientation, corporate culture, and organizational innovation in empirical evidence on market orientation-driven strategies (Kovács & Szakály, 2022). The mediating role of market orientation is highlighted in mediating enhanced knowledge management capabilities and hotel performance indicating that market role increases the performance through market orientation and thereby reinforces the relationship between knowledge infrastructure and the organizational performance (Nor et al., 2021). Thus, the development of market orientation in the hospitality sector is best described as an increasing recognition of the value of insight to enhance business results, improve customer content, and promote a competitive strategy. Implementing market-based strategies, hospitality companies can grasp consumer needs, improve the quality of their provision, and enhance operational efficiency in dynamic business environment.

There are several aspects of the market orientation attribute in the hospitality industry. The first aspect is customer orientation, referring to a comprehensive examination of customers' requirements and specifications to increase a suitable service product (Sampaio et al., 2019). This attribute is highly important for the hospitality sector because such businesses must consider the vast variety of customer expectations and deliver the services that cater to multiple demands. The second market orientation attribute is competitor orientation that allows organizations to manage their resources that enables a company to outperform its competitors (Ahadinezhad et al., 2022).

The hospitality sector places the highest value on the stated attribute because, as noted before, buyers in this market vary drastically. As a result, service providers must satisfy various demands to please everyone. The second attribute of market orientation is competitor orientation, which assists a company in enabling the firm to surpass its competitors (Ahadinezhad et al., 2022). There are several key aspects that reflect market orientation in the hospitality industry. Market orientation services require a firm understanding of consumer wants and needs. For the businesses operating in the hospitality industry, such consumer-centered orientation is essential as it helps to design services most effectively (Sampaio et al., 2019). Such an approach helps to improve customer satisfaction and retention, ultimately resulting in better business performance (Sampaio et al., 2019). Furthermore, market orientation does not exclude customer orientation; it also implies competitor orientation, which assists in keeping up with the competitive performance of the most successful rivals (Ahadinezhad et al., 2022).

A related fundamental characteristic of market orientation within the hospitality sector is connected to a product innovation or service quality. It has been found that product innovation is strictly related to market orientation in this industry, which increases a competitive advantage and performance (Anjaningrum & Rudamaga, 2019). Moreover, market orientation has been stressed as the mediator in relation to service quality and hotel performance, which shows that market-oriented activities should rely on service-oriented strategies (Sop, 2021).

Finally, another fundamental characteristic of market orientation within the hospitality industry relates to organizational performance or business strategies. In general, it helps firms react to variable market factors timely, gain better understanding about new opportunities, and allocate resources effectively to ensure the supply side responds to the demand side (Kovács & Szakály, 2022). In addition, market orientation also has a vital development on the improvement of knowledge management, which overall results in better organizational results and performance (Nor et al., 2021).

In the hospitality sector, market orientation involves customer focus, analysis of competitive dimension, innovations focus as far as products and services are concerned, engagement in acceptable levels of service, and strategic directions. With the market-oriented principles implemented, hospitality firms can achieve a competitive advantage, enhance customer satisfaction, and ensure continued growth due to market dynamism.

Baum (2019) discusses market orientation as a strategic focus on the customer. Being customer-centric is important for business as it helps demonstrate customer needs and define ways to satisfy them. Such an approach will assist in increasing customer loyalty and the quality of the products and services provided. In other words, being focused on the customer is the primary condition for the developing organizations from the hospitality sector. Besides that, the nature of market orientation nurtures an innovative and entrepreneurial spirit among its actors. Abuelhassan & AlGassim (2022) and Guerra and Camargo (2023) constituted that the distinction between the market orientation encourages opportunities probing and creativity in disclosing new patterns thus allowing the industry to adapt to competitive market conditions.

Gregory et al. (2023) also emphasize that market-oriented strategies of the competitor analysis and market positioning subtypes are underpinned by strategic goals facilitate to gain a competitive advantage. Market-oriented resources enable businesses to stand out in a volatile and competitive hospitality market environment. There is no point to refute the connection between market orientation and quality of services, as Rianto et al. (2022) found that market orientation contributes to how the organization operates and its financial performance. It implies that investing in the quality of services based on market orientation is crucial for operational and financial performance.

Furthermore, as reported by Nyambuya & Musarapasi (2022), market orientation promotes the incorporation of Knowledge Management capabilities in organizational culture. The strategic configuration illustrates the contributions of knowledge architecture to the high performance of organizations that such structures serve to sustain competitive advantage. In the modern digital age, organizations must use customized digital marketing approaches to adequately meet and interact with segments within their target market (Zhang et al., 2022). The concept of market orientation also involves the application of digital

platforms to synergize interaction as well as meaningfully steer the wheel of customer involvement.

Market orientation also impacts professional or talent management as Jiang et al. (2022) note its ability to help attract, develop, and retain the best-known professionals in an industry. This aspect of market orientation helps ensure that talent branding and management is integrated and supports the business's bigger goals. market orientation is also related to corporate social responsibility in terms of the good it does to societies and its ability to turn the business to the customer (Dahlquist & Lehnert, 2022). This makes the business more socially responsible and leads to market standing.

Wibisono et al. (2020) explore the role of market orientation in the process of dynamic capabilities development, which are needed for the firm to adjust to the changes in the market or take the newly emerged opportunities. In other words, the strategic benefits of becoming market-oriented include the ability to respond to the environmental changes in the dynamic market. Furthermore, the strategic orientation that is formulated based on market insights can be used to understand the firm's impact on the market and its ability to adjust to it, remaining competitive. In short, the market orientation within the hospitality industry is an inherently interrelated imperative that combines customer-centricity, competitive advantage, innovation, improved quality of services, socially responsible practices, knowledge management, strategic digital marketing, sophisticated talent management, dynamic capabilities building, and strategic orientation.

Market orientation brings to the hospitality industry businesses opportunities to secure operational success and further growth. Nevertheless, by using their market orientation, hospitality businesses can introduce fresh ideas which will lead to both greater customer satisfaction and the achievement of a bigger competitive advantage. Organizations with high levels of entrepreneurial orientation will tend to want to consider new ideas and projects less rigidly and be in an environment where these can be entirely encouraged (Taheri et al., 2019). This allows them to develop innovative strategies and initiatives with their organization culture of reflection.

In addition, the coexistence between entrepreneurial marketing orientation can create unique chances to increase business performance (Crick et al., 2021). It can be assumed that the hospitality business's success lies in its joint efforts with an entrepreneurial marketing strategy practiced by its industry peers. Market orientation also plays a crucial role in enhancing service quality and business performance in the hospitality industry. If companies focus more on customers' needs and offer high-quality service, they can raise customer satisfaction and loyalty which results in a sustainable financial performance (Sampaio et al., 2019; Kazemian et al., 2020). When businesses put a consistent emphasis on service quality, they may find it opens positions for them in their market to cater to certain customers and creates a solid brand reputation.

Also, market orientation can help to incorporate corporate social responsibility into the concepts of business and, thus, improve customer-oriented behaviors and positive social effects (Hu et al., 2020). Finally, integrating CSR and market orientation, the hospitality organizations can become both socially responsible and highly competitive, satisfying the expectations of the customers and contributing to societal welfare.

Market orientation can also influence talent management strategies in the hospitality industry. It presents an avenue through which skilled professionals can be attracted, developed, and retained through its market-oriented talent branding and management mechanisms (Manoharan et al., 2023). Hence, market orientation can be beneficial to businesses in the hospitality industry by helping them resolve their talent-related problems and build a workforce capable of supporting their growth.

1.2.4 Service Innovation

Academic literature offers extensive research on the history of service innovation in the hospitality industry. In this regard, much of the work has been done in relation to different aspects of service innovation, which is recognized as an essential key to success and competitive support for hospitality business. Therefore, a study to evaluate the European and the Far East has been devoted more time in service innovation in hospitality literature (Nair, Lakshmi, Radhakrishnan, 2019).

Service innovation in small and medium-based enterprises in the hospitality sector is considered as an analysis trend on the performance in SMEs. These factors, including service innovation, process innovation, marketing innovation, organizational innovation, and human capital competencies (Biswakarma et al., 2020). Moreover, it is established that entrepreneurial leadership is a driver of service innovation in the hospitality industry. In addition, requiring studies to focus on causal mechanisms of service innovation in the hospitality industry (Hoang et al., 2023).

A variety of studies in the sustainability field have proposed comprehensive conceptual frameworks in attempts to incorporate the principles of sustainability into service innovation in the context of the hospitality sector. Moreover, at the intersection of innovation and sustainability, researchers have elaborated on the conceptual developments of the integration of both areas and the importance of aligning innovation with triple bottom line perspectives (Öztürkoğlu et al., 2019). In a similar vein, research has touched on the relationship between green entrepreneurial orientation and green service innovation in hospitality organizations. It was discovered that employee green creativity and customer involvement helped to boost perceptions of green service innovation (Luu, 2022).

In addition, the literature has explored the aspects and effects of service innovation in the hospitality sector, indicating the multidimensional nature of the concept and its connection to firm performance in star rating hotels (Bhat & Sharma, 2021; Gregory et al., 2023). At the same time, it has been noted that cocreation is an essential aspect and indicator of service innovation in the sector, which serves to corroborate the collaboration's role in improving business strategies (Sharma & Bhat, 2022). From multi-pronged strategies to outcomes realized, the extensive study of service innovation's evolution in hospitality has illuminated the interplay between industry and guest, throwing the human element into sharp relief. No factor or metric stands alone whereas progress flourishes where cooperation and understanding grow in symmetry.

Service innovation in the hospitality industry is a multifaceted concept which includes different dimensions. Indeed, in academic literature this type of innovation is considered a driving force for increasing market performance, employee productivity, and business success (Nair, Lakshmi, Radhakrishnan, 2019; Bhat & Sharma, 2021). As it is noted, service innovation in the hospitality industry can be defined through several dimensions, to include technological innovation, organizational innovation, and human capital innovation. These dimensions are key for enhancing competitiveness and performance of firms in the sector (Bhat & Sharma, 2021). In the context of small and medium enterprises within the hospitality industry, it is possible to emphasize that process innovation, marketing innovation, and human capital competency will define the effectiveness of discussed activity (Biswakarma et al., 2020).

Additionally, entrepreneurial leadership plays a significant role in driving service innovation in hospitality organizations (Luu, 2022). Researchers identify knowledge acquisition, market-sensing capability as well as competitive intensity to play the most important roles in enhancing innovation in the industry (Hoang et al., 2023). Besides, the recent years have become the times when the concept of green service innovation has been in increasing demand. As a result, green entrepreneurial orientation was proposed to play a significant role in the hospitality organizations. Service innovation has a tight connection with customer service and satisfaction. Co-creation and service innovation are key performance indicators in the sector (Sharma & Bhat, 2022). In addition, the performance of service convergence innovation provides an opportunity to integrate multiple industries and achieve higher levels of customer satisfaction and loyalty (Mei-yun et al., 2021).

In short, service innovation in the hospitality industry consists of a few dimensions. First, each dimension should be holistic meaning that none should be focused on at the expense of the others. Second, being innovative in this domain signifies embracing state-of-the-art technological solutions, investing in human capital, being committed to environmental sustainability, and having a strong client focus. Lastly, these examples are essential to the sector's competitiveness, balanced internal functioning, and ensure the high levels of customer content. By focusing on these dimensions, hospitality industries can become efficient and flourishing, which is hugely important for companies within

this sector that are often at the mercy of constantly changing trends and competitive positions.

Various crucial elements related to service innovation in the field of hospitality are the key concepts. Most of these concepts have been examined in scholarly studies and include the use of technological innovation, organizational innovation, and human capital innovation to support them in competing and performing more efficiently (Bhat & Sharma, 2021). For example, entrepreneurial leadership was recognized as an essential factor in the promotion of service innovation, knowledge accumulation, market-sensing ability, and competitive intensity were discussed as key predictors of service extra service delivery in the achievement of innovative practices (Hoang et al., 2023).

Among the performance indicators of the hospitality sector, co-creation and service innovation are crucial concepts that emphasize the collaborative nature of innovation and its effects on business outcomes (Sharma & Bhat, 2022). Service convergence innovation that integrates several industries was investigated as a mechanism of increasing customer experience and loyalty in the field of hospitality (Mei-yun et al., 2021). Furthermore, the dimensions and outcomes service innovation have been analysed over the recent years including its impact on market performance and employee cent dimensions and outcomes service innovation (Bhat & Sharma, 2021). These examples indicate the simultaneous multidimensional nature of innovation in the hospitality industry.

In summary, the innovation of services in the hospitality sector as a sphere is guided by the following critical concepts: technological progress, radical transformations of organizations, the development of personnel, the promotion of ecology, customer orientation, the development of innovative cooperation, and the luring of related industries. These main major areas lead to the growth of the overall competitiveness of the sphere, productivity of activities, and the quality of customer satisfaction. Their priority is the most important condition of knowledge of the hospitality field since it guarantees the customer responsiveness and economic ability in a constantly changing world.

Yallop & Séraphin (2020) offer insights into the strategic use of big data and analytics in the hospitality business in the digital era. They explain how this technological approach allows enterprises to break down complicated data from the customer base and decode it. The strategy thus enables companies to collect essential information about their clients' needs and market dynamics, leading to better customer service and marketing.

The ever-increasing demand for Halal services in the hospitality and tourism sectors creates new marketing opportunities. This aspect is further elaborated by Battour et al. (2021), Halal entrepreneurs can use novel marketing strategies to enter the relatively new market yet niche which shows signs of expansion,

proving the possibility of diversifying and expanding through the service innovation. The modern nature of the hospitality business necessitates an active entrepreneurial vision. According to Njoroge et al. (2020), entrepreneurs who are skillfully in perceiving contextual changes can identify new possibilities, allowing their companies to counteract and prosper in various situational conditions. Therefore, entrepreneurial orientation leads to adaptability and sustainability.

In the context of the above, Kandampully et al. (2022) argue for reforms aimed at ensuring the transition to holistic, experience-based service innovation that focuses on co-creating sustainable value with customers and society. In turn, this not only increases overall guest satisfaction but guarantees enhanced loyalty, which paves the way for a close business-developer relationship.

The assertion that innovation is linked to creativity as injected into the workforce of the hospitality sector by Johnson et al. (2019) and Mistry et al. (2021) is directly apt to the strategies and programs of human capital development and diversity management. However, implications for the overall provision of high-quality services and response to the needs of customers have taken an even greater role in the subsequent ideas of both scholars.

The introduction of artificial intelligence in the hospitality industry reshapes the dimensions of service quality, employee participation, and productivity. According to Ruel & Njoku (2020), a purposeful incorporation of this technology transforms customer service provision as well as operation-related workflows, triggering the onset of an unprecedented level of efficacy and satisfaction.

Virtual reality (VR) presents a novel approach toward designing customer experiences. Eranda & Muwandeniya (2022) suggested that VR may become a competitive advantage of one hospitality establishment with the target audience favoring technology and digital touch points that they will encounter during their customer journey.

The concept of open innovation, as reflected in Hameed et al. (2022), allows hospitality managers to request ideas from other individuals. As this paradigm opens service quality enhancement and customer satisfaction strategies to input, hotel businesses can promote a culture of continuous improvement and innovation. Additionally, the notion of sustainability-oriented innovation discussed by Öztürkoğlu et al. (2019), provides the possibility of focusing on ecology to satisfy the interest of modern consumers who are concerned about the environment.

These new opportunities, in which services are innovatively delivered, indicate that any company which can carve out a role in the hospitality industry can seize growth customers and take the pace. Besides that, they also assure the long-term success of these hospitality businesses, attempting as they must to battle

off dozens of competitors and trying not only to stay afloat but also to grow. If hospitality firms are strategic about these opportunities, then they can grab the bull by the horns and meet the continuously changing requirements of modern customers.

1.2.5 Knowledge Management

The origin of hospitable knowledge management is found in the development of standards for the field. With the development of a more professionalized approach to hospitality, certain key organizations, such as the Institutional Management Association established in 1938 and the Hotel and Catering Institute created in 1949, defined their roles in formalizing education and training, which ultimately led to the development of the knowledge management concept in the hospitality industry (Zhang, 2021). Since then, talent management has seen intense consideration among researchers and industry professionals, resulting in a better understanding of the approach to talent attraction and retention (Baum, 2019). The focus on talent management is justified by the fact that such factors as CSR practices have a direct and strong impact on the individual commitment to the hospitality industry (Sun et al., 2022).

The crisis of COVID-19 affected the hospitality industry as well, and today it is essential to develop crisis management strategies and learn to be resilient building (Shapoval et al., 2021; Colmekcioglu & Dineva, 2022). Many businesses have encountered a new challenge, such as the raised usage of technology, including robot waiters (Ruiz-Equihua et al., 2022). Therefore, it is necessary to investigate such a type of service interaction as a human-robot one. In addition, educational institutions providing hospitality programs should pay more attention to the concept of readiness and preparedness in this area due to the requirements and demands of the industry (Olowoyo et al., 2020).

In the service field, regarding customer service and customer experience, the studies of emotional labor in the hospitality sector have made significant contributions to the studies of service quality and customer loyalty (Wang, 2019). Besides, according to the study by Worimegbe & Уоримербе (2020), such factors as religiosity are also important drivers of customer experience in the industry.

The fact that the industry is also moving towards more tech-savvy solutions such as blockchain technology for payment systems, loyalty programs, and property management is worth noting (Kizildag et al., 2019). In addition, the shift towards inclusivity such as disability-inclusive workplaces and reverse mentoring to bridge generational gaps, reflects the broader commitment to diversity and talent management in the sector (Upson et al., 2021; Cismaru & Iunius, 2019).

Several facets of knowledge management are instrumental to the hospitality industry. One of them is talent management. Expertise in this field suggests that HR should target preparing and motivating employees and managers who can successfully meet the demands of the industry (Baum, 2019). One more feature to acknowledge is the introduction of self-service technology and personal service. Furthermore, an emphasis is on how to provide services to young people from Generation Y and Z since it is crucial to the success of the industry (Ogbeide, 2022). Finally, an aspect that must be taken into consideration is the standardization of services through education and training programs (Zhang, 2021).

The current pandemic has demonstrated the necessity to be crisis-resilient while focusing on crisis management and adaptability in hospitality while also coping with stress, uncertainty, and setting goals externally (Yang & Han, 2021; Sun et al., 2022). Moreover, the sector is developing rapidly in applying technology in the face of blockchain that enhances payment systems, loyalty programs, or property management (Kizildag et al., 2019). Additionally, as exemplified by the above studies, emotional labor and customer service quality are critical components for the industry that affect customer satisfaction and loyalty (Wang, 2019).

Furthermore, inclusivity and diversity initiatives that include disability-inclusive workplace practices and bridging generational gaps through methodologies such as reverse mentoring are becoming more prevalent in the industry (Cismaru & Iunius, 2019). Moreover, various companies are experimenting with novel strategies such as service innovation to improve customer experiences to remain competitive as well as other aspects and parameters like religiosity, which additionally influence outcomes (Nair, Lakshmi, Radhakrishnan, 2019; Worimegbe & Уоримербе, 2020).

The hotel industry, in terms of knowledge management, is engaged in an all-out strategy involving introducing employees, such high new technology to enhance the effective management of catastrophes and raise customer service quality, at the same time making businesses more inclusive, fostering novelty. This approach may also be flexible enough to meet the ever-changing needs of the industry, guarantee both prosperity and lasting development.

The foundation of success in the hospitality industry is its human capital. In his latest research, Baum (2019) focuses on the indispensable role of talent management in recruiting and maintaining good people, emphasizing that this is a systematic process to develop human resources. Effective talent management is not merely a matter of recruitment; it adds in all-around active personnel, employee development and motivation, retention strategies that match well with either the dynamic requirements of industry or what its employees expect from life.

Emotional labor is supposed to be a basic aspect of the hospitality trade, so interpersonal personal touch and emotional work are critically important. To provide exceptional service quality, employees must practice not only empathy and attentiveness, but also flexibility. This involves staff welfare, urging health checks for all employees and working together as colleagues to let them know that they are appreciated.

We are now in an age of digital transformation. The deployment of advanced technologies such as blockchain will provide hotels with revolutionary opportunities. Whether it's improving payment systems and loyalty programs or optimizing property management, technological integration can bring new levels and economics of operation. Because it offers security for individual customer data as well as acting as an interface between benefit programs and advantages, but on the whole means lower costs per user than what is possible via other methods.

The hospitality industry's exposure to global crises like COVID-19 means a need for crises to be managed well and due resilience-building. Under tumultuous conditions, one must have the skill to flow with shifting trends and anticipate developments; this necessitates deep and all-round schemes, participation in various ways from stakeholders, as well as leadership that is adaptive which can reduce responses during such periods while still raising up them too.

Cismaru & Lunius (2019) insists that it is essential for the hospitality industry to be inclusive and diverse. Initiatives that aim disability-inclusive workplaces as well as reversing the gap between older workers and younger workers--such as reverse mentoring programs--contribute to a rich tapestry of cultures within this broader group. They strengthen innovation and are all part of what people expect from those who serve them today.

Service innovation is seen as a fulcrum in improving customer experiences and furthering competitiveness. The hospitality industry's positive attitude to innovation, whether in terms of service design, delivery, or digitalization, drives the industry forward to ever higher levels of output and customer satisfaction.

As Olowoyo et al. (2020) have pointed out, standardizing education and training programs for personnel is essential if the industry is going to get any kind of, sustained productivity out of its work force. Continuous professional development and training opportunities are a must for imparting the necessary skills and knowledge that workers require to succeed in their jobs.

In today's report Khattak et al. (2022) noted that leadership practices of an inclusive nature can greatly enhance employee engagement and sow the seeds for a pro-social work environment. Within the hospitality industry, leadership functions are therefore not confined to traditional management responsibilities.

It also represents a catalyst that fosters a work environment that is supportive, empowering, and inclusive.

The importance of organizational justice for fostering employee perceptions of fairness, respect, and equity is evident. For instance, based on the study by Abuelhassan & AlGassim (2022), organizational justice is linked with the improvement of proactive customer service performance and enhancement of employee self-efficacy, highlighting the extent to which fair treatment is related to performance and success.

Even though the new study does not concern training specifically, the views on the role of knowledge sharing and continuous education in the hospitality setting might differ. Specifically, Hsu & Tseng (2022) argues the importance of promoting continuous learning and knowledge sharing in the hospitality sector.

Using knowledge management frameworks has a significant impact on the possibility to identify and implement effective mitigations against food waste and many other challenges widely held in the industry. As reported by Filimonau & Coteau (2019), the selected frameworks allowed saving thousands of dollars, and it is possible to illustrate the potential of being more efficient in decision-making and environmental stewardship. The case of the COVID-19 pandemic demonstrated the importance of strong crisis management and resilience in the industry. Knowledge management frameworks contribute to the organization's ability to plan proactively and respond promptly, thus helping it survive under uncertainty (Liu et al., 2021). The existing data and experiences suggest the potential development of robust operations-based networks that can adapt to the consequences of the future crises.

The challenge of talent is perennial and one of the most critical for the hospitality industry. Using knowledge management frameworks promotes collaborative and strategic talent management approaches that serve improved recruitment, retention, and ambitious succession planning (Manoharan et al., 2023). Moreover, other than practical advantages, knowledge management innovation helps to advance the theoretical foundations of in the field of hospitality management. Specifically, they enable the merging of the best practices the industry offers with knowledge held by its workers, rendering hospitality organization a thrilling employer brand and evolving a recruiting culture suitable for hire and rehire of the utmost ideal talent. Shulga & Busser (2019) state that such frameworks enable genuine testing of causation chains in talent management, explaining organizational processes and further understanding and activity through empirical study and theory expansion.

The hospitality industry now more than ever needs to adopt sustainable practices. In the hospitality sector, addressing green skills and knowledge makes this possible by leaning on knowledge management frameworks (Srivastava et al., 2023). Just such frameworks pave the way to learn from innovating best practices which also contribute toward attainment of by passing

along green goals enhancing corporate social responsibility. Maintenance as a part of new product development is becoming increasingly important for the hospitality industry. Effective knowledge management supports a culture of learning and innovation which leads to better service quality, greater creativity and increased customer satisfaction (Deri, 2023). By means of collaborative platforms and innovation ecosystems, organizations can exploit internal and external knowledge sources in continuous pursuit of improvement.

Talent management strategies are critical for ensuring that organizations have the right human resources needed to achieve their missions. For example, during the current period of economic instability, knowledge management frameworks could be employed to develop talent management strategies that enhance customer satisfaction and employee engagement (Veloso & Suárez, 2023). Knowledge management systems can be aptly utilized to consistently collect and analyze customers' feedback on various services. For example, a knowledge management framework could be used to record customers' satisfaction or disgust with specific products. Such data would be used as a key source of information to guide the decision on whether to continue or withdraw such products and perhaps consideration of alternatives. Knowledge management frameworks are also vital for talent management (Sigala et al., 2023). They provide insightful information on how to manage human resources during uncertainty. To illustrate, organizations must constantly strive to keep their employees informed or rather updated on the current conditions that may affect the organizations. Besides that, organizations must learn to be flexible and supportive during this time to ensure that workers feel comfortable beyond the fear of losing their jobs.

In addition, open innovation models supported by knowledge management frameworks promote collaboration and knowledge exchange outside of the organizational context (Hameed et al., 2022). To illustrate, knowledge management frameworks have a capability to assess the existing approaches and provide suggestions for overcoming organizational, institutional, and technological obstacles to adopt blockchain for higher security and efficiency (Filimonau & Naumova, 2020). Fed with external knowledge and experience, services are improved even further, and innovation becomes an integral part of organizational culture. In the example of the hospitality sector, blockchain has the potential to revolutionize its functioning.

1.3 Statement of Problem

It was an unusual and tough period for the hospitality industry when COVID-19 crashed down upon them-bringing everything to a halt, causing losses in revenue and paralysis among their staff (Yang & Han, 2021). On top of constantly changing government regulations, health protocols and a fair share of occupational risk for seasoned workers in tourism seem inevitable. The pandemic goes further and makes it impossible versatile flexibility must be the new norm throughout all established business models' businesses are to thrive.

It is hard for the hotel sector, where turnover rates are high, to maintain a steady workforce and thus consistent performance. Ghani, et al (2022) highlighting the importance of providing effective employee support measures, in which equally positive working environments and competitive salaries as well as opportunities for career and professional growth can be offered to staff. Meanwhile, attracting and retaining the best employees has always been a stumbling block for the industry since employment quality, career progression, and workplace conditions continue to be perceived negatively. To address these talent management trends, Manoharan et al. (2023) emphasize that the industry must work on its talent branding and case clear career pathways to make vacancies appealing to all. Besides that, effective resilience to risks and uncertainties ensures organizational performance in the presence of a crisis. To ensure survival during these difficult times, Aydogan et al. (2023) argue that it is necessary to develop strong crisis management policies and create a resilient organization. Training needs for employees are essential when enhancing various aspects such as skills, job satisfaction, and performance in the hospitality industry.

According to Hyasat et al. (2022), one of the challenges depicted as detrimental is limited training budgets and resources. To clarify this concept, it indicates that the approach to employee training needs should focus on target programs aligned to achieve organizational goals and meet employees' needs for development. Besides that, one of the main challenges occur when addressing organizational culture is its impact on employee turnover as it affects job satisfaction and effectiveness in the hospitality industries. Schneider & Treisch (2019) cite the concept denotes that work culture determines the capability to satisfy employees and engage them in work which can enhance organizational performance. Relevant to the context of Industry 4.0, it is necessary to develop appropriate leadership skills to succeed in the hospitality industry. In this context, according to Sousa et al. (2019), it is necessary to train hospitality industry founders and leaders because "leadership is an important tool to influence organizational culture and employees' engagement and performance". Additionally, considering the current age of service innovation and competitiveness, the hospitality industry must embrace the development of these products. Specifically, the need to develop new products and services should be satisfied because of the evolving needs and demands of customers and the necessity to stay competitive in the market, as stressed by (Nair, Lakshmi, & Radhakrishnan, 2019). Thus, the hospitality sector must remain committed to research and development, listen to the voice of customers, and develop appropriate organizational culture.

The hospitality industry is a pivotal part of the global economy, but an industry that has revolutionized over time due to advanced technology, market competition, and changing customer behaviors. Therefore, the market orientation, which particularly focuses on customer orientation, rival analysis, and inter-functional relationships, is ideal for businesses in the sector, but there are many challenges involved in this strategy implementation. Likewise, the implementation of emerging technologies like blockchain in hospitality depicts the industry's technological barriers. For example, Filimonau & Naumova (2020)

indicate that organizational technology readiness and technological capability limit the acceptability of such emerging technologies. The presented technological barriers indicate a need for a strategic focus on technology adoption that includes staff training, technology ready infrastructure, and a tech-savvy organizational culture. Competitor orientation in the field of the hospitality business as explored by Kazemian et al. (2020) proves to be especially paradoxical. To clarify, although customer orientation and inter-functional coordination exert strong positive influences on both financial and social performance, the tenuous relationship between competitor orientation and social performance seems to imply a significant untapped potential with respect to utilizing competitive insights. The solution to this problem presumably case lies in a careful assessment of competitive dynamics and in strategically incorporating competitor insights into market-oriented strategies. Finally, the issue of maintaining a constantly innovating culture represents a major challenge for the firms in the industry. Anjaningrum & Rudamaga (2019) state that although marketing orientation positively affects product innovation and, by extension, competitive advantage, quickly adapting the offering to market demands requires effective knowledge utilization and an innovative, agile organizational culture. It is thus important to foster creativity, experimentation, and rapid implementation of market feedback within the company.

The volatile, uncertain, complex, and ambiguous (VUCA) nature of the tourism and hospitality industry makes the right implementation of market-oriented strategies complicated. Lubowiecki-Vikuk et al. (2023) found out the necessity to ongoing changes and uncertainties presupposes dynamic and flexible market orientation. In the case of the hospitality sector, attracting and retaining competent talent is one of the challenging tasks because it is characterized by seasonality, labor market, and workplace conditions. Thus, according to Baum (2019), competition for highly qualified professionals is one of the most considerable issues, and the creation of an attractive employment proposition and positive culture is vital for their retention. According to Arifin et al. (2022), one of the challenges of implementing digital marketing strategies is the intangibility of hospitality products and services. Thus, digital marketing relies on more personalized approaches that use online distribution channels and online stories within the hospitality context to attract the interest of potential clients. A challenge is discovering the need for innovative marketing methods that focus on customer engagement. The implementation of effective market-oriented service improvement to enhance the operations and image of the hotel is a challenge as it depends on balancing and integrating the competitor and brand orientations. As Sop (2021) states, a difficulty is with finding a correct integrated approach to the analysis of competitors and brands. It is possible to rely on blended analysis to develop service enhancement approaches. Finally, one more barrier is with knowledge acquisition and utilization specified by Nor et al. (2021). The development of better provision depends on the relationship between knowledge infrastructure and the performance of markets. For this reason, it is necessary to implement systems and approaches that reduce the challenges of effective collection, sharing, and use of market orientation.

Service innovation is one of the most attractive strategies for hospitality businesses to improve their competitive advantage, customer satisfaction, and effectiveness. However, it appears that the effective implementation of the idea is associated with numerous obstacles such as change resistance, the lack of necessary resources, legal frameworks, and the frequent change of customer expectations. According to Filimonau & Naumova (2020), it can be stressed that the largest technological challenge is the desire of staff and management to avoid contexts changes. In such situations, innovations and technologies that could potentially reduce the level of resistance would not be accepted because of the culture of organizations. It leads to the idea that new approaches when implementing technological changes need to be introduced. One of the constraints of resources is innovation handled by the finance institutes. On the impact of resource constraints in the development and implementation of innovation, the works of Cao et al. (2022) and of Dowell et al. (2023) review financial resources and expertise as major barriers. This issue can be addressed through innovation in financing approaches, engaging in partnerships and alliances, as well as by prioritizing investment where the rate of return will be higher.

Concerning the nature of the market and the regulatory provisions require a high degree of compliance, this is an important service of a higher degree of innovation. Njoroge et al. (2020) note that varying degrees of meeting quality, safety, and health standards are important. These degrees vary from country to country. One of the approaches that can be used to address this issue is to engage the regulatory bodies in the innovation of the product. In addition, industry bodies can engage in policy regulation to ensure that the practices and innovations in the market are in line with the policies governing the firms. In the hospitality industry, the only way to survive is to keep up one's efforts at innovation. The risk of becoming tired of innovation runs high at the same time (Hoang et al., 2023). To differentiate through service innovation, there is a need for new services that call for scientific research and competitive analysis that is ongoing to chart customer demand, preferences, and how well the services provider meets a customer's demand. Translating innovative practices to the diverse cultural norms and societal expectations of a global hospitality firm is crucial (Gregory et al., 2023). For this reason, services provided must be tailored to fit the unique cultural and contextual features of each market. Service innovation always means significant operational changes (Balasubramanian & Hanafiah, 2022). To surmount these difficulties the course of action should be well planned, emphasize training and development, aim at the flexible processes and methods that are all needed if one wants to manage in hospitality sectors which continuous innovation became a matter for every stakeholder to involved. Meanwhile the wishes of clientele have been evolving, meaning a moving target for the hotel industry (Batchenko et al., 2023). Meeting these needs requires balancing old-style outstanding service and fresh offerings derived from a deep understanding of customer requirements. Balancing sustainability with service innovation involves a triplicate logic that covers economic, environmental, and social facets (Kaabi et al., 2022). Faced with a problem of such complexity as this, it is necessary to be innovative in finding solutions which are not just feasible but significantly sustainable in their turn. This calls for total innovation

that looks at long-term impacts in addition to short-term effectiveness. When faced with fear of being terminated from their job or uncertainty about changes, resentment against business innovation is natural (So et al., 2022). This situation will require creating complete training programs, and being explicit about the benefits of innovation mechanisms which involve employees. New technologies are to be integrated into established business operations, for businesses that are burdened with outdated systems (Kandampully et al., 2022). Planning and investment in infrastructure are essential to succeed in this area, as is training staff so that they are well-versed with new technology.

The hospitality sector currently is full of challenges as it relates to the fact that it is a high-paced sector that heavily relies on providing exceptional customer service. These challenges are related to knowledge management issues that might have a negative effect on operational efficiency. One of the challenges is that of the resistance to change and is ever prevalent in many institutions within the hospitality industry and preventing the new knowledge management from being implemented. Filimonau & Naumova (2020) stated that new technologies like blockchain can be easily adopted by businesses to improve the operational efficiency and make experiences of clients even better than they are now. Various strategies to overcome resistance to change include fostering innovations, ensuring that the unfamiliarity and the risks involved in adopting the new technologies. In addition, Lastres et al., (2022) stated the problem of high turnover and talent retention in the hospitality industry is stressed by “hospitality professionals are leaving the industry in high numbers”. It follows that effective talent management that is inclusive of competitive compensation, opportunities for promotions or career development, and a supportive workplace climate that values employees’ input and relationships matter. The lack of resources and the low of sustainability practices in Asian hotels prevents the development of knowledge management that can support sustainability initiatives (Srivastava et al., 2023). Given the situation, public-private partnerships, grants, and tax exemptions may help promote the spread of sustainable practices and make them part of knowledge management. However, achieving this kind of cost complexity which is exacerbated and prolonged by droves of added things that all bear upon one another in ways so inexplicable as to defy human intelligence (Liu & Dong, 2021). Hence, strategic planning while taking advantage of new technology, and optimizing resource allocation become crucial. Advocating workforce development programs in the public interest just sounds logical with the current skill shortages that plague this bustling industry to draw upon a ready market for such labor (Olowoyo et al., 2020). Some possible solutions include comprehensive workforce planning, partnership with educational institutions and programs of retraining to create an experienced workforce. Underinvestment in training is a common challenge attributable to the increasing cost of training and employee development (Hyasat et al., 2022). Currently, the industry needs to come up with sustainable and cost-effective training approaches, such as e-learning platforms. Besides, the workforce is aging, and modern production technologies may make it difficult to incorporate them into the workplace. As such, mechanisms to improve their potential must be established. If older employees participate in training, their acquired knowledge might be adapted to new technologies and other workplace scenarios (Kharel et al., 2019).

One of the significant drawbacks is associated with the curriculum in project program management at schools and the demand for skills in the hospitality industry (Jara et al., 2019). It is necessary to align educational programs with the industry and involve industry stakeholders in the development of curriculums. The other aspect is related to the negative media surrounding the industry, including “tensions between low pay and the requirement for skilled staff” due to poor industry reputation, which also influences the acquisition of new talents in the sector (Cockburn-Wootten, 2019). In this way, negative perceptions can be overcome by means of more transparent communication, proper compensation, and the demonstration of career path opportunities. Earnings management is another issue threatening the market brand and financial performance, which is why more transparent financial practices and corporate values should be adopted (Jiao & Lu, 2019).

The hospitality industry is an area in which dynamic capability theory has been sufficiently developed. For instance, Anning-Dorson & Nyamekye (2020) stresses the necessity of higher flexibility of the organization to take advantage of innovation capabilities. Besides that, Shamim et al. (2021) demonstrate how big data management capabilities help to enhance dynamic capabilities, such as service innovation, in the hospitality sector. It is stressed by Liu & Yang (2021) when speaking about how hotels change technology-based strategies to attract more customers. On the one hand, such flexibility can be achieved due to the availability of the concept of dynamic capability. On the other hand, it becomes possible to present such a theory due to the possibility of dealing with the problems of varying nature. Luu (2022) notes that dynamic capability is a volume of potential developed by a firm to proliferate resolve and market-oriented make decisions on problematic issues. Shang et al. (2023) and Hoang et al. (2023) discuss the applicability of this theory in tourism and hospitality in the context of crises and disasters. Finally, So et al. (2022) relate dynamic capability to a respective organization performance. Amar et al. (2021) stresses the necessity of total force integration of dynamic capability in handling adversity for hospitality businesses. For these reasons, this study will use dynamic capability theory as a guideline to explain the issues of this study.

1.4 Research Questions

This research aims to answer the following questions as stated below:

- a) What is the level of Market Orientation, Service Innovation, Knowledge Management capabilities dimension and Organizational Performance of hotels in Melaka?
- b) What is the relationship between Market Orientation, Service Innovation and Knowledge Management capabilities dimension towards Organizational Performance of hotels in Melaka?
- c) What is the most significant factor that influences the Organizational Performance determinants of hotels in Melaka?

1.5 Research Objectives

The primary aim of this study was to determine the dynamic capabilities (DCs) dimensions practiced that leads to organizational performance of hotels establishment in Melaka. To achieve the mentioned aim, the following objectives have been formulated:

- a) To identify the level of Market Orientation, Service Innovation, Knowledge Management capabilities dimension and Organizational Performance of hotels in Melaka
- b) To determine the relationship between Market Orientation, Service Innovation and Knowledge Management capabilities dimension towards Organizational Performance of hotels in Melaka
- c) To determine the most significant factor that influences the Organizational Performance determinants of hotels in Melaka.

1.6 Significance of the Research

Particularly, the research will provide internal and external potential opportunities for all parties involved, especially the hotels and hospitality operators. In relation to this, it is hoped that the organization will be early exposed and understand the necessity of further research and development for business survival. Furthermore, this research will help to assist the hotel's operator in strengthening and positioning itself to enhance products and services to recapture the market.

The beneficiary of this research also redounds the significance for the local authorities involve such as Melaka State Government, MAH, Melaka Chapter and Ministry of Tourism, Arts and Culture (MOTAC) to come out with strategic and collaborative planning in providing financial or non-financial support accordance to market new norms. Apart from their welfare being preserved, the organization will be motivated to perform successfully and constantly generate high revenues not only for the establishment but also for the state industry.

1.7 Scope of the Research

This research focused on the organizational performance of hotels in Melaka. This research consists of sub population based on 65 listed hotels in Melaka as sampling frame derived from Melaka Chapter's Secretariat from two-star's hotels to five-star's hotels rating. These classifications of star rating represent the diversity and quality of tangible and intangible products including services quality offered. If these population sampled is highly perform on the quality mentioned, is the reason why it has been sub populated for this research.

As this research limits accordingly to listing hotels from Melaka Chapter to 65 hotels, it specifically targets hotel managers as the respondents and the hotel organization as a unit of analysis. The primary purpose of framing the respondents is to make sure that a target population is well covered as well as it will affect the method of data collection. To create a sample plan that is more effective, it is preferable that the frame incorporates further information on the units so that they can easily accessed.

This research will employ online survey questionnaires to gather data on the levels and relationships among Market Orientation, Service Innovation, and Knowledge Management dimensions. Additionally, it will investigate the most significant factors contributing to organizational performance in Melaka's hotel industry.

1.8 Definition of the Key Terms

1.8.1 Organizational Performance

According to Aburahma, Amuna, & Aqel (2020), organizational performance is defined as “the outputs or goals that the system seeks to achieve, meaning that this concept reflects both goals, the means necessary to achieve them, and thus it links the aspects of the activity and the goals that these activities seek to achieve within the institution,”. In this research, the organizational performance refers to the hotel's performance and strategies implemented, which are located at Melaka city.

1.8.2 Dynamic Capabilities

According to Jacobs & Pretorius (2020), dynamic capabilities are defined as “the capacity of an organization to purposefully create, extend, and modify its resource base,”. In this research, the dimensions of DCs will be adapted from previous literatures which are Market Orientation, Service Innovation, and Knowledge Management.

1.8.3 Market Orientation

According to Martinelli, De Canio, & Tagliazucchi (2019), market orientation is defined as “the capacity to understand and adapt proactively to changes in demand needs and desires in terms of assortment and level of service offered and sales capabilities,”. In this research, market orientation will be covering competitor orientation and customer orientation.

1.8.4 Service Innovation

According to D'Albuquerque (2019), service innovation is defined as “value creation for customers, organizations or other actors, through the development of new processes or service offers,”. Service innovation entails updating existing offerings to produce even more value for the customer. (Ramadani et al., 2020; Dana et al., 2019). In this research, the readiness and how the hotels establishment in Melaka practiced their service innovation will be discovered.

1.8.5 Knowledge Management

According to Rot & Sobinska (2020), knowledge management is defined as “a range of activities to identify, preserve, disseminate and support explicit and implicit knowledge for the effectiveness of the organization as a whole,”. Additionally, it requires a fundamental restructuring of an organization's assumptions, structures, and value systems to recast and rebuild them as knowledge-based systems (Muhamad Nor, Syed Mohamad, & Fikry, 2021).

1.9 Thesis Outline

The outline of the thesis comprises of five chapters. It begins with Chapter 1 for Introduction; Chapter 2 for Literature Review; Chapter 3 for Methodology; Chapter 4 for Results and Discussion; Chapter 5 for Conclusion and Recommendations for Future Research; and attachments for the list of references and appendices.

Introduction is the opening view that illustrates the bottom line of this topic. It covers the purpose of conducting research, the research questions, and objectives also the ultimate significance of the research. Definition of terms used, and the thesis outline is the closure content of Chapter 1.

Literature Review compiling an extensive previous researchers discussing on the study related to the theme investigated involving organizational performance, the hotels' classifications, the theory underneath, and dynamic capabilities dimensions. Each dimension will be parsed according to past studies, while applying the theory followed which resulted the development of conceptual framework for this research.

Methodology chapter elucidating the research design used for this research. It takes consideration of the study area, research methods, instrumentation, procedures and collection of data and analysis.

Results and Discussions chapter analyze and discuss the relevant results from the research. Comparison between the result and previous data will take place, hence rationale judgement and justification will be discussed thoroughly.

In summary, the Conclusions and Recommendation chapter provides summarization of the results as well as concludes the outcome of the research findings. It also discusses both theoretical and practical implications and contributions from the result. Finally, a few limitations and recommendations will be presented for future research undertaking in this chapter.

1.10 Summary

Achieving and sustaining long-term high organizational performance is the primary objective for the profit-oriented tourism and hospitality industry. Throughout this chapter, the challenges faced by hotel organizations in daily operations are evident. In addressing these issues, this research aims to answer the formulated research questions. Further discussions on hotels' organizational performance will be comprehensively explored in the following chapters.

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