

Knowledge Accessibility and Organizational Sustainability of Hospitality Firms in Rivers State, Nigeria.

Emmanuel Nnah Osilem, PhD

Department of Business Administration and Management,
Captain ElechiAmadi Polytechnic,
Runiuola, Port Harcourt, Nigeria.

Abstract

The study examined the relationship between knowledge accessibility (availability, collaboration and framework, information and system) and organizational sustainability. Hypotheses were developed to test and impact of knowledge accessibility and organizational sustainability, index of economic environmental and social sustainability. Data was collected from 225 of them located in Rivers State, Nigeria. Employing sample size of 225 manager sets of questionnaire were distributed but 208 copies were actually retrieved on knowledge accessibility scorecard and organizational sustainability constructs. 7 of the retrieved copies of questionnaire were unusable. Data were collected and analyzed within the context of the organizational culture. The reliability of the constructs was validated by Cronbach's Alpha value. Spearman's Rank Correlation Coefficient (rho) was used to test hypotheses. Results of the Study showed that firm's Knowledge accessibility dimensions of availability, collaboration and teamwork, information and system, have significant positive relationship with the economic, environmental and social measures of organizational sustainability. The study accordingly concludes that the level of organization's economic, environmental and social sustainability is severally contingent on the effective application of knowledge accessibility. study results provides support to strategy of investment in knowledge and its management for competitive advantage at organizational level of hotels in Rivers State, Nigeria. It is therefore recommended among others, that management of hospitality firms in Rivers State and hotels in particular should place enough premium on its knowledge accessibility, knowledge management, availability, collaboration and teamwork, information and system because they serve as a strategic conveyor belt to the attainment of organizational economic, environmental and social sustainability.

Keywords: Knowledge accessibility, sustainability, economic sustainability, environmental sustainability, social sustainability.

Introduction

Knowledge creates a capability that enables firm to seize opportunities while analyzing information and is crucial to achieve competitiveness (Liao & Wu, 2010). Organizations generate several information that are crucial to its sustainability but the extent to which useful information is accessed by the appropriate employees timely and correctly will determine how far such organization will go. According to Murthy et al (2010) organizational performance have positive relationship with high involvement in HR practices. In the same vein, Jamal (2011) posits that there is a positive correlation between knowledge accessibility and organizational performance. Knowledge accessibility in organizations can be evaluated through information sharing, team work and collaboration, information availability and system. The main purpose of this study is to examine the influence of knowledge accessibility on organizational sustainability of Hospitality firms in Rivers State. Other specific objectives are to:

1. Examine the relationship between knowledge accessibility and environmental sustainability of the hospitality firms in Rivers State.
2. Examine the relationship between knowledge Accessibility and Economic sustainability of hospitality firms in Rivers State.
3. Examine the relationship between knowledge Accessibility and social sustainability of Hospitality firms in Rivers State.

The following research questions are presented:

1. To what extent does knowledge Accessibility influence economic sustainability of hospitality firms in Rivers State?
2. To what extent does knowledge Accessibility influence environmental hospitability firms in Rivers State?
3. To what extent does knowledge Accessibility influence social sustainability of hospitality firms in Rivers State?

Literature review

This study adopted the Research Based view theory, which was articulated into a coherent theory by Wemerfelt (1984). The theory states that the organizational resources and capabilities that are rare, valuable, non-substitutable, and imperfectly imitable form the basis for a firm's sustained competitive advantage. RBV suggests that the firm can secure a sustained competitive advantage through facilitating the development of competencies that are firm specific, produce complex social relations hip; are embedded in a firm's history and culture, and generate tacit organizational knowledge (O'dhon et al, 2013).

The theory recognizes human capital as t he most valuable none and imperfectly imitable resources that a firm can successfully utilize to achieve organizational productivity and competitiveness. According to Baron and Armstrong (2007) the Resource-based theory is linked to human capital theory because both recognize the investment in people as a

critical organizational sustainability. According to polyhart (2012) the resource based view theory posits that organization should design and sustain effective value creating strategies for the purpose of creating synergy in its resources in order to gain competitive advantage and nile the market.

To that extent, the ability of organization to organize its activities and reduce the negative of manufacturing process is an indicator of its level on environmental sustainability (Wong et al, 2013).

Concept of knowledge accessibility

The acquisition of knowledge and the utilization of such knowledge in the organization will have a direct impact on the organizational culture and sustainability. It is imperative for the organization to first identify which knowledge is necessary and therefore should be acquired in the interest of the organization. Knowledge acquired or information relevant to organizational success, will only be useful where it is shared among authorized personnel and such chain will only be meaningful if the knowledge or information is utilized. Hult&Ferrel (1997) are of the views that knowledge sharing and dissemination orientation. The extent to which organizational sustainability is attained will largely depend on the fluidity of information flow within the organization.

The concept of organizational sustainability

Globally, there is an increasing demand for large-scale business transformations towards sustainability, recognizing that firms play critical role in achieving prior-environmental goalsand reducing social inequality (Sullian, Thomas &Rosano, 2018). Traditional business approaches have not been able to deliver the required changes. However, with the growing need for companies to be transformed into an engine of sustainable development through social entrepreneurship, corporate citizenship, and pro-environmental behavior, many companies are taking strategic steps towards sustainability. The reality of commerce today is that the business owes a responsibility to the society and the social legitimacy to operate is crucial for the organization's survival. According to Charles et al (2002) sustainability is to maintain or prolong both environmental and human health and simply good management. This alignment of socio-environment context which is the quality and the availability of natural and human capital and the balance between them is fundamental in organizational sustainability (Savitz and Wçber, 2006, Lemme 2010). This is corroborated by the views of Mucnck, Bansia Dias and cella-de-olivera that organizational sustainability balances the economic, environmental social development as much as in the internal and external sphere of organization. We define organizational sustainability as a holistic approach towards the fulfillment of organization, social, economic and environmental responsibilities.

Economic sustainability

Economic sustainability is defined here as a deliberate and focused economic orientation activities of organizations such as profitability and market shares while at the same time recognizing the wellbeing of the present and future users and customers of its products. According to (Chabowski et al 2011) the economic dimension of sustainability performance and other financial related concept like market share profit, shareholder

value. . The economic sustainability of organization is a robust process of wealth responsibility of organization to provide quality product, services, fair salaries and other associated responsibilities to its stakeholders. In the views of Dylick and Hockerts, (2002) the economic sustainability is critical to organizational survival.

This therefore ensures the sufficient liquidity cash flow which in turns make it possible for producing returns for its stakeholders. This is corroborated by Munck, Munck and Souza (2011) who posits that organizations are expected to operate in such a responsible and recognized manner that guarantees both social and economic returns to its stakeholders. This economic sustainability of organization is critical to the economic development of nations. According to Blakely and Bradshaw (2002), Koven and Lyous (2010) it involves the creation of wealth in terms of Job Creation, tax base for capital income and gross domestic product (GDP). Sustainable development have become more influenced by the notion of economy. This is because the concept of Capital is viewed beyond economies, business and finance (Bleoit 2008).

Environmental sustainability

Environmental sustainability is a conscious, friendly organizational operations activists for the present and future gain of its environment. There has been a long relationship between the activities of man and its impact on the planet. Some fallout of such activities of man have attracted tremendous concern by different groups hence, it is integrated in the sustainability concept. According to Kidd (1992) the United Nations, in a bid to address such challenges arising from pollution and associated barriers, identified them as barriers to development. Porritt (2007) and Bansal (2005) are of the view that environmental sustainability is the most important dimension of sustainability, arguing that both economic and social sustainability are dependent on the resources of the earth. In the light of these, we believe that environmental sustainability as a conscious organizational operational friendly activities for the present and future gains of the society is critical to organizations over all performance. Organizations can hardly have a holistic goal attainment without the adoption of the principles of sustainability, leveraging on the importance they attach to environmental sustainability. Moreli (2013) believes that rather than view the concept of sustainability from their interrelationship perspective, they should be treated in hierarchal order, placing environmental sustainability top because of the dependence of the other forms of sustainability on it. According to Munck and Souza (2011) environmental sustainability goes beyond obeying Government regulations on operation regarding the impact of their activities on the society but a deliberate and sustained integration of the protection of the society from the negative impact of their activities into the fiber of their strategic organizations process and policies. Mirelli (2013) further his views by stating that environmental sustainability was a condition of balancing resilience and interconnections which allows human society to satisfy its needs while either exceeding the capacity of the supporting ecosystem to continue to regenerate the services that meets those needs.

Social sustainability

The sustainability is seen here as a people oriented activities of organizations that focuses on the present and future stakeholders leveraging on price, equity and fairness. According to Choulbury and Mishra (2010) human capital is the individual knowledge, Social sustainability is seen here as a people oriented activities of organizations that focuses on the present and future stakeholders leveraging on price, equity and fairness. According to Choulbury and Mishra (2010) human capital is the individual knowledge, skills, creativity and experience to ultimately make an organization work and succeed.

The social sustainability concept attempts to explore the management of the impact of organizational activities on the social system.

In the views of Azapagic (2003) it covers areas like good health, good working conditions, fair pay, equal opportunities etc. this view is also corroborated by Munck, Munck and Souza (2011) who points that it ranges key areas of human capital development, training and development, occupational health to ethical considerations such as cultural values, health and safety conditions and intra generation justice. According to Jabreen (2006) social sustainability is associated with sustainable development in the workplace, depending on local environmental quality. Nevertheless social sustainability is not just limited to the physical characteristics. According to the valence Ct al (2011) the structure of social responsibility is seen through development sustainability, bridge sustainability and maintenance sustainability. According to Boston (2012) social responsibility can be viewed from two perspectives, procedural and substantive social responsibility. While procedural responsibility has to do with democratic representation, participation and deliberation, substantive social responsibility emphasizes what is to be done or how to achieve social responsibility emphasizes what is to be done or how to achieve social goals of the organization. Boston believes that social responsibility essentially entails all about human welfare which includes quality of life, social justice, democratic rights, human rights, cultural diversity, social cohesion and human capacity and social capital development (Boston, 2012). According to Al, (2011), Werrigaetner and Moberg (2014), Ahman Et Al (2013). There is no agreement about the comprehensive definition of social sustainability, but it remains a critical basis for evaluation organizational performance. According to Cuthill (2010) social responsibility integrates with economic and environmental sustainability for it to be functional and have the needed impact.

Relationship between knowledge accessibility and organizational sustainability

Knowledge Accessibility is critical determinant of organizational performance according to Annstrong (2010), innovation and knowledge transfer will in the long run help firms reduce cost, enhance quality and differentiate their products and services. This view is consistent with the result suggested by performance in knowledge intensive industry was influenced strongly by human capital, with distinctive capacities like high level of intelligence, creative ideas, initiation, ambition inimitability. In light of these theories, the following hypotheses were formulated:

Ho1: There is no significant relationship between knowledge accessibility and economic sustainability in hospitality firms of Rivers State.

Ho2: There is no significant relationship between knowledge accessibility and environmental sustainability in hospitality firms of Rivers State.

Ho3: There is no significant relationship between knowledge accessibility and social sustainability in hospitality firms of Rivers State.

Methodology

Cross sectional survey design was adopted in this study where major decisions of the study were based on primary data were drawn from some hospitality firms in Port Harcourt. Two hundred and twenty five (225) copies of questionnaire were distributed. While two hundred and eight (208) were retrieved from the field and used for the analysis. The unit of analysis constitutes staff only. Furthermore, the derived data were analyzed with inferential statistics, and the formulated hypothesis was tested using Pearson product moment correlation coefficient statistical tool with the aid of statistical packages for social science (SPSS) version 23.0. also, the research instrument was designed with 5 point likert scale method in measurement of knowledge accessibility and organizational sustainability which range from strongly agree to strongly disagree while the hospitality firms were represented with numbers. In our study, the items of the questionnaire has been applied in previous research and proven valid. In addition, a pilot test and content validation was conducted to justify it by accommodation expert opinion in order to reduce errors and ambiguity. Furthermore, in the view of Baridam (2011), reliability is the precision of a measure. In this study, the researcher adopted Cronbach alpha which is a reliability coefficient that indicated how well the items in a set are positive correlated to one another. Nunnally (1978) set a tolerable range of 0.7 to adjudge the goodness of this statistical measure. In view of the coefficient of alpha which was computed to be 0.750 for knowledge accessibility and 0.923 for organizational sustainability indicated that the scale is reliable.

Results

The data on knowledge accessibility and organizational sustainability of hospitality firms in Rivers State.

Table 1 Result of univariate analysis of knowledge accessibility

	N	Minimum	Maximum	Mean	Std. Deviation
Knowledge Accessibility	201	1	5	3.85	1.410

The result in the table above revealed that there are 236 cases with a 100% response rate derived from all questions presented about the variable. The mean and standard coefficient of each of the variables revealed high agreement for knowledge accessibility sustainability. This is evident from a mean of $(x) = 3.85$ while the standard deviation of $(s) = 1.410$. Implying substantial acceptance of the statement presented for the indicators of the variables.

Table 2: Result of univariate analysis of organizational sustainability

	N	Minimum	Maximum	Mean	Std. Deviation
Economic Sustainability	201	1	5	4.10	1.218
Environmental sustainability	201	1	5	4.31	1.116
Social Sustainability	201	1	5	4.09	1.180

Valid N (listwise) 201

The result in the table above revealed that there are 236 cases with a 100% response rate derived from all questions presented about the variable. The mean and standard coefficient of each of the variables revealed high agreement for Economic, environmental and social sustainability. This is evident from a mean of $(x) = 4.10, 4.31$ and 4.09 respectively while the standard deviation of $(s) = 1.218, 1.116$ and 1.18 , imply substantial acceptance of the statements posed by the indicators of the variables.

Table 3. Bivariate hypotheses of association between variables (knowledge accessibility and organizational sustainability)

			Knowledge Accessibility	Economic Sustainability	Environmental Sustainability	Social Sustainability
Spearmans rho	Knowledge Accessibility	Correlation Coefficient	1.000	.606**	.847**	.326**
		Sig. (2-tailed)	.	.000	.000	.000
		N	201	201	201	201
	Economic Sustainability	Correlation Coefficient	.606**	1.000	.852**	.125
		Sig. (2-tailed)	.000	.000	.000	.077
		N	201	201	201	201
	Environmental Sustainability	Correlation Coefficient	.847**	.852	1.000	.227**

		Sig. (2-tailed)	.000	.000	.	.001
		N	201	201	201	201
			.326**	.125	.227**	1.000
	Social Sustainability	Correlation Coefficient	.000	.000	.001	.
		Sig. (2-tailed)	201	201	201	201
		N				

The correlation analyses stipulated in Table 3, showed that knowledge accessibility has a Significant and positive relationship with organization sustainability ($r=.606$, $P = .000$; $r=.847$, $p=.000$; $r=.326$, $P=.000$). Particularly, with a correlation (r) value of .606, .847 and .326 the relationship between knowledge accessibility and economic sustainability, environmental sustainability and social sustainability very strong correlation. The study also revealed that the relationship between knowledge accessibility and economic sustainability, environmental sustainability and social sustainability is significant, at P-values of .000 respectively for all the variables and this is not upto .01. This made the hypothesis (HO1 HO2 and HO3) to be rejected.

Discussions of findings

This study examined the relationship between knowledge accessibility and organizational sustainability of hospitality firms in Rivers State. The study reveals that: There is significant relationship between knowledge accessibility and environmental sustainability. There is significant relationship between knowledge accessibility and economic sustainability there is significant relationship between knowledge accessibility and social sustainability

Conclusion and recommendations

The third research objective was to ascertain the relationship between knowledge accessibility and organizational sustainability of hospitality firms in Rivers State. The finding led to the conclusion that there was a positive and significant relationship between knowledge and organizational sustainability of hospitality firms in Rivers State. From the findings, the study therefore recommends management of hospitality firms should make the transfer of knowledge more rewarding as it would make employees willing to share knowledge and not keep it to themselves. This can be done by evolving practical ways of identifying employees who have relevant and requisite knowledge and tap some for the improvement of their innovativeness and to seek to gain better competitive advantage.

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