EFFECT OF KNOWLEDGE MANAGEMENT PRACTICES BY PRIMARY STAKEHOLDERS ON A TOURISM DESTINATIONôS COMPETITIV
THE CASE OF BARINGO COUNTY, KENYA

BY

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A THESIS SUBMITTED TO THE SCHOOL OF TOURISM, HOSPITALITY AND EVENTS MANAGEMENT, DEPARTMENT OF TOURISM MANAGEMENT IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF A DOCTOR OF PHILOSOPHY DEGREE IN TOURISM MANAGEMENT

MOI UNIVERSITY

2021

DECLARATION

Declaration by Candidate

This thesis is my original work and has not been presented for a degree in any other University. No part of this thesis may be reproduced without the prior written permission of the author and/or Moi University.

Sign:____________________________ Date________________________

Erick Were Odunga
STHE/DPHIL/TOU/02/15

Declaration by the Supervisors

This thesis has been submitted for examination with our approval as University supervisors

Sign:____________________________ Date________________________

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Moi University
ELDORET.

Sign:____________________________ Date________________________

Prof. Jackson K. Too
Commission for University Education
NAIROBI.

DEDICATION

To the Almighty God for enabling me to achieve this dream. My wife Beatrice for her encouragement and prayers. To Laura and Leo so that they can aim higher than their Dad and my parents Bethseba and Akisoferi for the sacrifice they made to see me through Basic Education.

ACKNOWLEDGEMENT

I thank the Almighty God for giving me the strength, health and ability to see this to the end. My sincere appreciation goes to my supervisors Prof. Damiannah Kieti and Prof. Jackson Too who patiently dedicated their time to read and shape this work and also encouraged me throughout the process of writing this thesis. To my colleagues with whom we held scholarly discourse that helped me conceptualize the study during the initial stages of the course, I forever remain grateful. I also acknowledge the contributions of my research assistants and other officers who took their time to provide the information needed for this study.

I thank my family for having sacrificed in terms of their financial needs and time and at the same time provided moral support that enabled me complete this course. Special gratitude goes to my wife Beatrice who believed in me even when the tasks ahead seemed insurmountable. Special thanks go to my daughter Laura and son Leo who have always encouraged me not to give up.

ABSTRACT

The significance of tourism to many national economies has seen sector players pursue strategies that favourably influence destination choices by tourists. In Kenya, the National Tourism Blue Print 2030 proposes knowledge management as a transformative strategy for the sector that has to cope with unrelenting competitive pressure from emerging markets. Cognisant of the benefits of knowledge management (KM) other economic sectors unlike tourism have been quick to embrace KM as a tool for competitiveness. In addition, existing empirical studies investigating the effect of knowledge management practices on competitiveness within the tourism sector in Kenya remain few. Thus, this study used primary tourism stakeholders in Baringo County to establish the effect of knowledge management practices on a destinationôs competitiveness. Specifica knowledge creation, sharing and application by primary tourism stakeholders on a destinationôs competitiveness. The study informed by the Knowledge-Based View theory of the firm, the Integrated Knowledge Management Model and the Generic Model of Competitive Strategy and used a mixture of descriptive and explanatory correlation research designs. A stratified simple random sampling technique was used to select a sample size of 259, comprising of the top, middle and first-level managers from a target population of 732. Primary data was collected using questionnaires. Structural Equation Modelling (SEM) was used to test hypotheses and estimate the measurement model for each of the four latent constructs (knowledge creation, sharing, application, and destination competitiveness) and the overall hypothesised model. SEM assumptions of normality, linearity, homoscedasticity and multicollinearity were tested and met. The study hypotheses derived from the specific objectives were tested by assigning regression weights to each respective path in the modified model. The results revealed a significant effect of knowledge sharing on destination competitiveness (β= 0.325; t=3.419; $p<0.05$) and knowledge application on destination competitiveness (β= 0.282; t=2.753; $p<0.05$). However, there was no significant effect of knowledge creation on destination competitiveness (β= 0.153; t=1.438; $p>0.05$). Further, the findings revealed a significant covariance between; knowledge creation and sharing (β = 0.361; t=5.24; $p<0.05$); knowledge creation and knowledge application (β= 0.383; t=5.22; $p<0.05$) and knowledge sharing and knowledge application (β= 0.182; t=2.43; $p<0.05$). The study, therefore, concluded that sharing and applying knowledge in product and service delivery was critical for destination competitiveness. Consequently, the study recommends that for enhanced competitiveness, stakeholders in a destination should embrace knowledge sharing and knowledge application. A knowledge management model for tourism Destination Competitiveness was developed, which can be verified and tested in future studies.

TABLE OF CONTENTS

Microalgal biodiesel report 2
(1: 12: 3, H_2SO_4)

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Injection time: Mon Dec 09 09:39:05 2019

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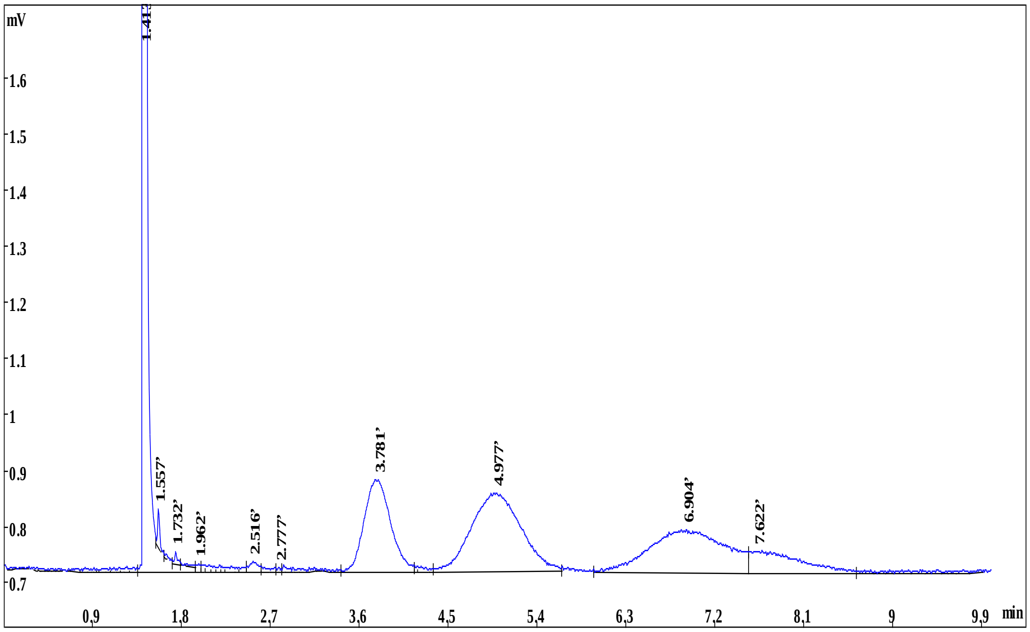

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$$\text{’OPA\%NKJPA¤JL }\backslash l\frac{\text{svtsv}}{\text{v\{u\{}}\text{pF s‘ H l}\frac{\text{t}}{\text{sr}}\text{pH srr¤}$$

L37.56%

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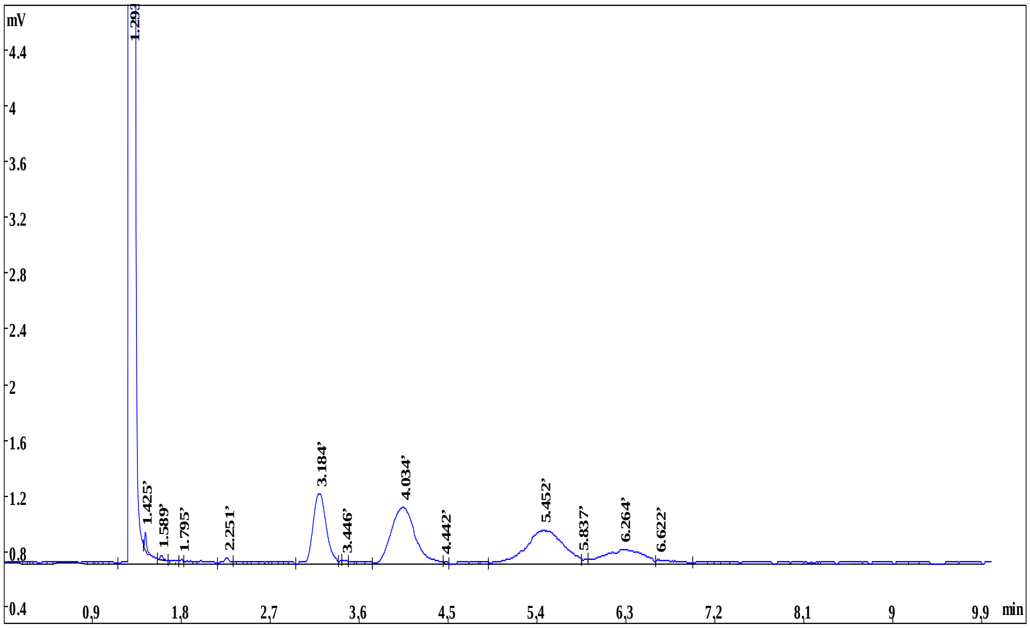

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4       1.795             0.007533     113
5       2.251             0.01671      250
6       3.184             0.3156       4724
7       3.511             0.006781     102
8       4.034             0.4761       7126
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10      6.264             0.2124       3179
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$$\text{’OPA\%NKJPA¤JL} \backslash l\frac{\text{tt\{vw}}{\text{ystx}}\text{pF s‘Hl}\frac{\text{t}}{\text{sr}}\text{pH srr¤}$$

L44.40%

Microalgal biodiesel report 4
(2: 9: 6, STD 17; H_2SO_4)

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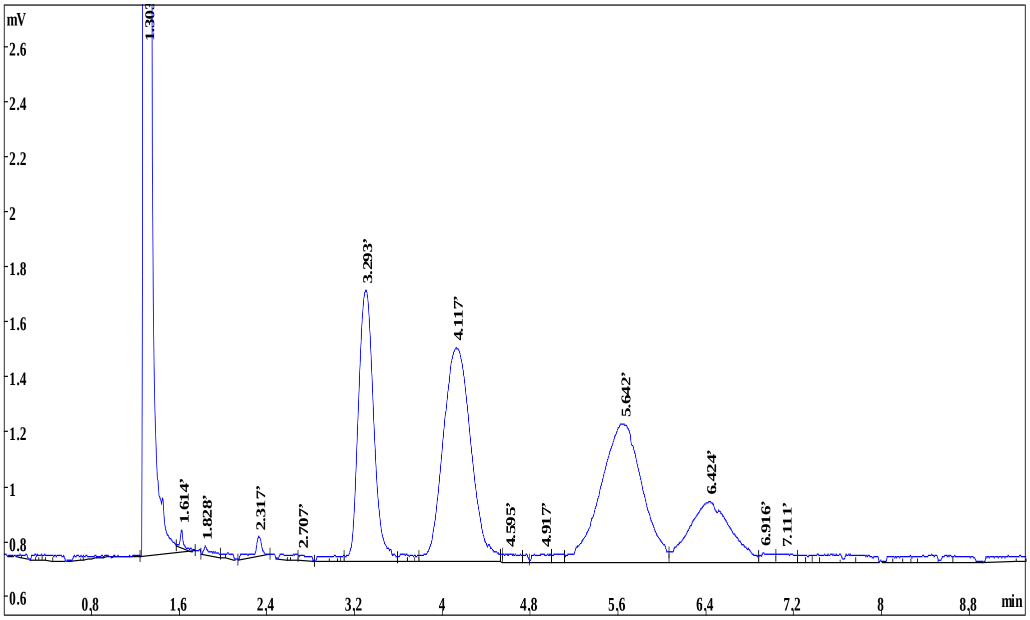

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-----------------------------------------------
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-----------------------------------------------
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3       1.828             0.01152     191
4       2.317             0.02099     348
5       2.707             0.007662    127
6       3.293             0.5631      9335
7       4.117             0.8233      13648
8       4.595             0.01635     271
9       4.917             0.0174      289
10      5.642             0.8004      13268
11      6.424             0.3545      5877
12      6.916             0.01792     297
-----------------------------------------------
Total                     100         1657583
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$$\text{’OPA\%NKJPA¤JPL \textbackslash l}\frac{\text{\#NA=PKP=H}}{\text{\#NA=y\%r}}\text{pF s‘Hl}\frac{\text{/=OOKsBy\%o}}{\text{/=OOKB>EK@EAOAH}}\text{pH srr¤}$$

$$\text{’OPA\%NKJPA¤JPL \textbackslash l}\frac{\text{vu\{tr}}{\text{suxvz}}\text{pF s‘Hl}\frac{\text{t}}{\text{wäw}}\text{pH srr¤}$$

L80.66%

Biodiesel microalgae Report 5
(2: 9: 6,STD 20; H_2SO_4)

```
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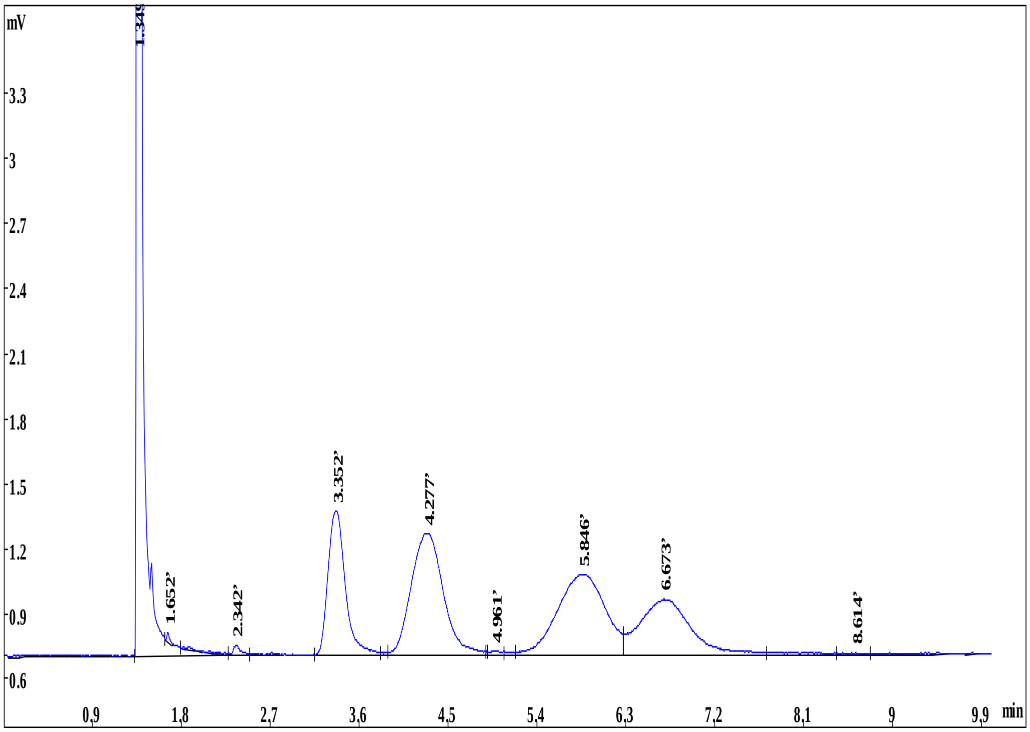

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----------------------------------------------
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----------------------------------------------
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2       1.652             0.0203      221
3       2.342             0.02585     282
4       3.352             0.7354      8022
5       4.277             1.162       13307
6       4.961             0.01655     181
7       5.846             1.1462      12503
8       6.673             0.8417      9182
9       8.614             0.01269     138
----------------------------------------------
Total                     100         1090852
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$$\text{'OPA\%NKJPA¤JP L \textbackslash l}\frac{\text{vuzux}}{\text{suury}}\text{pF s' Hl}\frac{\text{t}}{\text{wäw}}\text{pH srr¤}$$

L83.43%

Spirulina Microalgae biodiesel report 6
(2: 9: 6, STD 18; H2SO4 Catalyst)

```
Printing time: Sat Dec 14 14:29:34 2019
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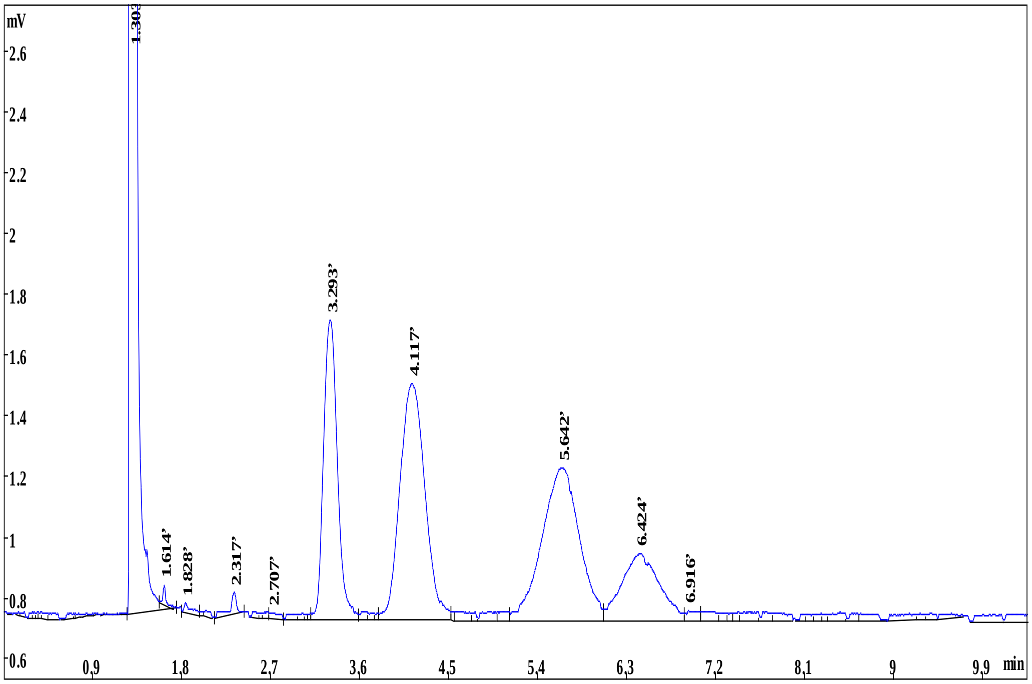

```
-----------------------------------------------
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-----------------------------------------------
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2       1.614             0.1213      201
3       1.828             0.01153     191
4       2.317             0.02100     348
5       2.707             0.007665    127
6       3.293             0.5634      9335
7       4.117             0.8237      13648
8       5.081             0.01267     210
9       5.642             0.8008      13268
10      6.424             0.3554      5877
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Total                     100         1656868
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$$\text{’OPA½NKJPA¤JL \textbackslash l}\frac{\text{\#NA=PKP=H}}{\text{\#NA s y\%r}}\text{pF s‘Hl}\frac{\text{/=OOKsBy\%}}{\text{/=OOKB>EK@EAOAH}}\text{pH srr¤}$$

$$\text{’OPA½NKJPA¤JL \textbackslash l}\frac{\text{vutrw}}{\text{suxvz}}\text{pF s‘Hl}\frac{\text{t}}{\text{wäw}}\text{pH srr¤}$$

$$\text{L yzäy w¤}$$

Spirulina Microalgae Biodiesel Report 7
(2: 9: 11, H_2SO_4)

```
Printing time: Sat Dec 14 12:18:58 2019
Injection time: Sat Dec 07 18:23:00 2019

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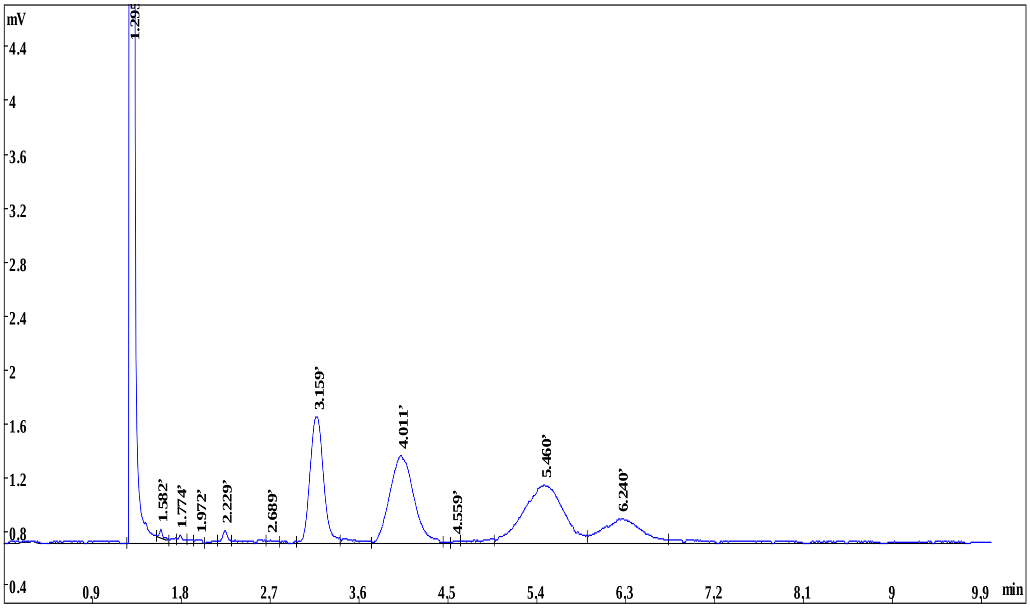

```
-----------------------------------------------
Rank    Time      Name    Area%         Area
-----------------------------------------------
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2       1.582             0.007793      110
3       1.774             0.01842       260
4       1.972             0.01204       170
5       2.229             0.02862       404
6       2.689             0.01396       197
7       3.159             0.6179        8721
8       4.011             0.7856        14020
9       4.559             0.01048       148
10      5.460             0.8860        12506
11      6.240             0.3805        5371
12      6.814             0.0143        202
-----------------------------------------------
Total                     100           1414438
```

$$\text{'OPA\%dNKJPA¤JL \textbackslash l}\frac{\text{\#NA=PKP=H}}{\text{\#NA=sy\%r}}\text{pFs`Hl}\frac{\text{/=OOKsBy\%}}{\text{/=OOKB>EK@EAOAH}}\text{pH srr¤}$$

$$\text{'OPA\%dNKJPA¤JL \textbackslash l}\frac{\text{vtsr\{}}{\text{svrtr}}\text{pFs`Hl}\frac{\text{t}}{\text{wäw}}\text{pH srr¤}$$

L ytäw¤

Microalgae biodiesel Report 8
(3: 12: 9, STD 8; H_2SO_4)

```
Printing time: Fri Dec 13 13:46:08 2019
Injection time: Mon Dec 09 10:03:42 2019

File opened: C:\Users\PC\Desktop\Peak-ABC\program\006 (2019:12:09
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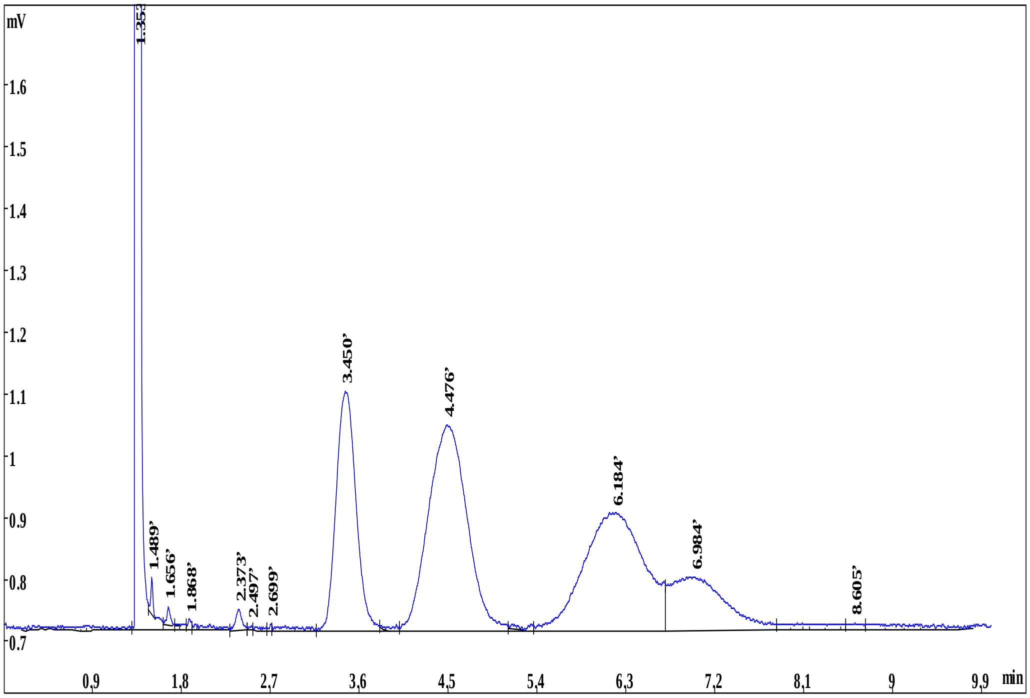

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3       1.656               0.01210      111
4       1.868               0.00723      74
2       2.373               0.01203      139
3       3.450               0.4584       5304
4       4.476               0.7804       9030
5       6.184               0.704        8146
6       6.984               0.2894       3349
7       8.605               0.00923      107
----------------------------------------------
Total                       100          1157013
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$$\text{’OPA½NKJPA¤JL \l}\frac{\text{#NA=PKP=H}}{\text{#NA s y%r}}\text{pF s‘Hl}\frac{\text{/=OOKsBy%}}{\text{/=OOKB>EK@EAOAH}}\text{pH srr¤}$$

$$\text{’OPA½NKJPA¤JL \l}\frac{\text{txvru}}{\text{\{rur}}\text{pF s‘Hl}\frac{\text{t}}{\text{wäw}}\text{pH srr¤}$$

$$\text{L x\{ä[x¤}$$

Microalgae biodiesel report 10
(2: 9: 11,H_2SO_4 ;STD 14)

```
Printing time: Fri Dec 13 17:56:07 2019
Injection time: Sun Dec 08 16:33:33 2019

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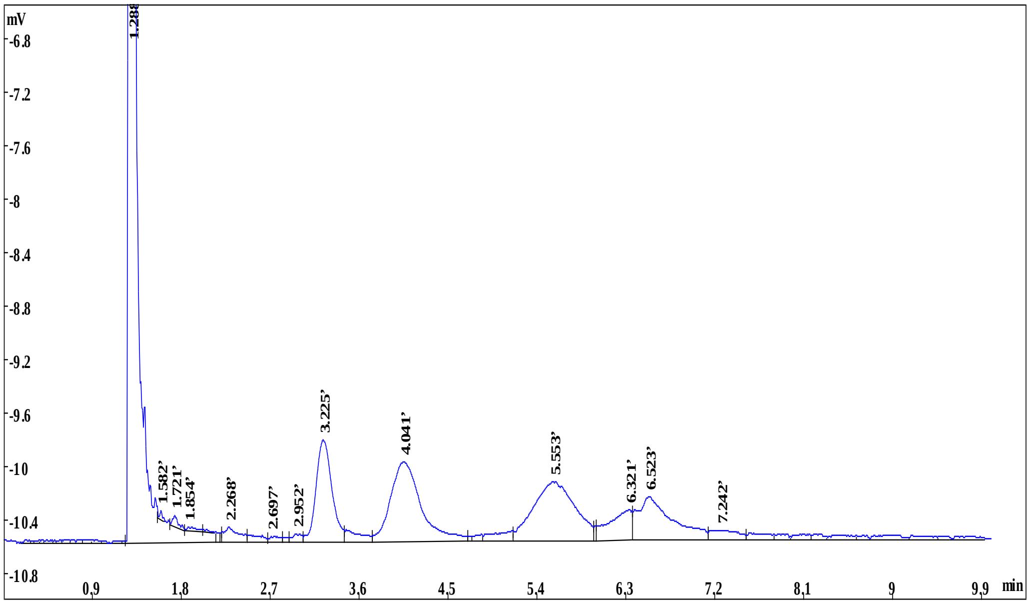

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----------------------------------------------
Rank    Time      Name    Area%        Area
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3       1.854             0.01194      174
4       2.268             0.08695      1270
5       2.697             0.02691      393
6       3.225             0.5773       8431
7       3.454             0.07614      1112
8       4.041             0.8928       13037
9       5.553             0.8993       13132
10      5.985             0.01281      187
11      6.321             0.2644       3861
12      6.523             0.554        8089
----------------------------------------------
Total                     100          1460281
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$$\text{'OPA\%dNKJPA¤JL }\backslash\text{l}\frac{\text{\#NA=PKP=H}}{\text{\#NA=sy\%r}}\text{pF s'Hl}\frac{\text{/=OOKsBy\%}}{\text{/=OOKB>EK@EAOAH}}\text{pH srr¤}$$

$$\text{'OPA\%dNKJPA¤JL }\backslash\text{l}\frac{\text{w\{\{xz}}{\text{suruy}}\text{pF s'Hl}\frac{\text{t}}{\text{sr}}\text{pH srr¤}$$

$$\text{L ytär¤}$$

Microalgae biodiesel report 11
(3.682: 9: 6, H_2SO_4; STD 10)

```
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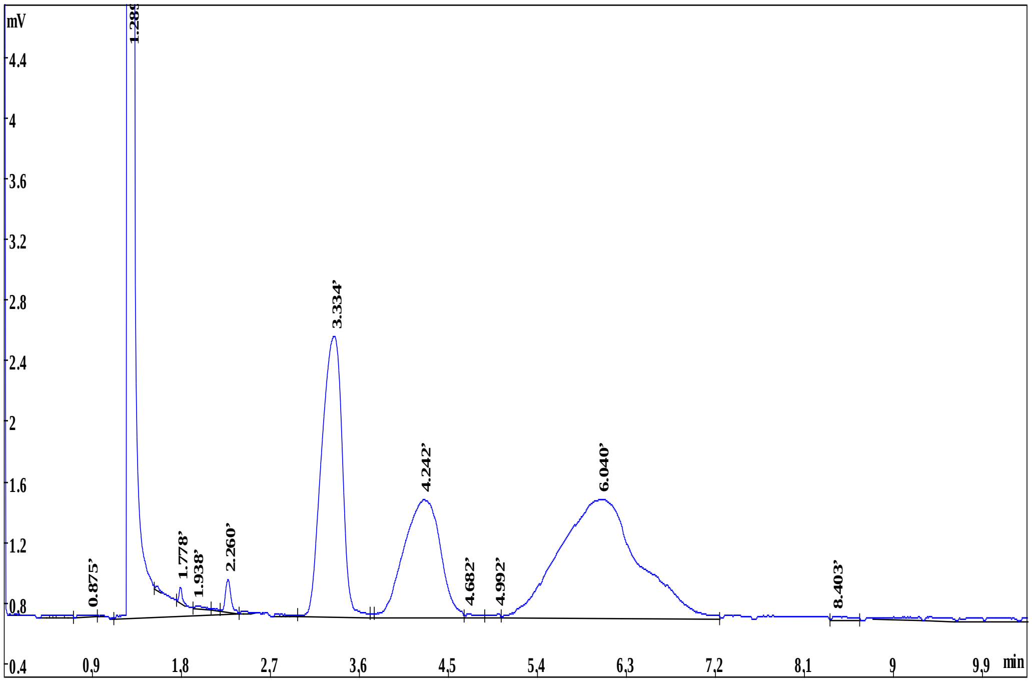

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3       1.938              0.006079     118
4       2.260              0.03942      766
5       3.334              1.344        26110
6       4.242              1.01         19624
7       4.682              0.01079      210
8       4.992              0.008378     163
9       6.040              2.23         43337
10      8.403              0.01781      346
-----------------------------------------------
Total                      100          1924301
```

’OPA%NKJPA¤JPL \l #NA=PKP=H / #NA=sy%r pF s‘Hl /=OOKsBy% / /=OOKB>EK@EAOAH pH srr¤

’OPA%NKJPA¤JPL \l {rzw{ / s{xtv pF s‘Hl t / sr pH srr¤

L yt¨ar¤

Microalgae biodiesel report 12
(1: 6: 3, H_2SO_4)

```
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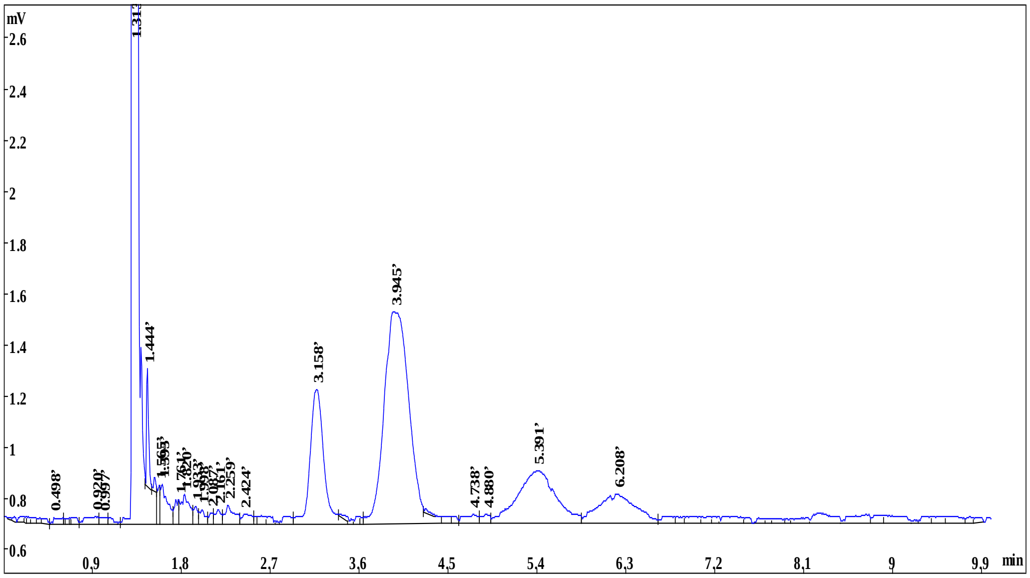

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4       1.595             0.06539      746
5       1.761             0.02638      301
6       1.820             0.05952      679
7       2.259             0.04365      498
8       2.838             0.01639      187
9       3.158             0.4379       4996
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11      5.391             0.5001       5706
12      6.208             0.2747       3134
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’OPA%NKJPA¤JPL \l $\frac{uswsr}{svwwwr}$ pF s‘Hl $\frac{t}{wäw}$ pH srr¤

L vtäu{¤