RESEARCH ARTICLE

The Role of Leaders in Knowledge Management: A Study on Hospitality Enterprises[1]

Bilgi Yönetiminde Liderlerin Rolü: Konaklama İşletmeleri Üzerine Bir Araştırma

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Abstract

Knowledge management is a strategic process that governs the creation, dissemination, and utilization of information within an organization. In the context of hotel operations, effective knowledge management practices enable organizations to gain a competitive advantage by providing employees with accurate and comprehensive information regarding customer preferences and service procedures. To fully realize these benefits, it is essential to establish mechanisms that facilitate the flow of knowledge within the organization, enhance performance, and ensure its optimal utilization, supported by leaders who actively promote and manage knowledge effectively.

The primary objective of this study is to investigate the relationship between knowledge management and leadership roles in accommodation enterprises. Specifically, the study examines the interplay between leadership competencies and leadership roles and explores how these roles contribute to the effectiveness of knowledge management practices.

The empirical component of the study focuses on four- and five-star hotels in and around İzmir, analyzing both the approaches to knowledge management and the role of leadership within this process. A quantitative research design was adopted, with data collected through face-to-face surveys administered to hotel employees included in the study sample.

The findings indicate that leaders play a critical role in facilitating knowledge sharing and utilization within organizations. When leaders actively support and sustain knowledge management initiatives, the likelihood of successful implementation increases significantly. Moreover, the study reveals that sustained and well-supported knowledge management practices positively influence both employee performance and overall organizational effectiveness.

Keywords: Knowledge Management, Leadership, Accomodation Businesses, İzmir

Özet

Bilgi yönetimi; örgüt içinde bilginin paylaşılması, yaygınlaştırılması ve kullanılmasını yöneten, bilgiyi oluşturan ve yerleştiren bir süreçtir. Bu bağlamda otel işletmelerinin bilgi yönetimi uygulamaları ile çalışanlar, müşteri tercihleri ve hizmet prosedürleri hakkında doğru ve yeterli bilgiyi sağlamak yoluyla rekabet üstünlüğü elde etmeleri kolaylaşmaktadır. Söz konusu yararın gerçekleşebilmesi için, bilginin örgüt içinde dolaşabileceği ve performansı arttırabileceği yolların yaratılması ve bilgiden en etkin şekilde yararlanılmasını sağlayan liderlere ihtiyaç duyulmaktadır.

Bu araştırmanın temel amacı, konaklama işletmelerinde bilgi yönetimi ile liderlerin rolleri arasındaki ilişkiyi ortaya koymaktır. Bu temel amaç doğrultusunda liderlik yetenekleri ile liderlik rolleri arasındaki ilişkiyi ve liderlik rollerinin bilgi yönetimi uygulamalarındaki yararlarını belirlemektir.

Uygulama bölümünde İzmir ve çevresindeki dört ve beş yıldızlı otel işletmelerinde bilgi yönetimine nasıl bakıldığı ve bilgi yönetimi sürecinde liderlik rolleri ele alınmıştır. Nicel araştırma yöntemi tercih edilmiş, veriler yüzyüze görüşmelerle anket yoluyla yapılmıştır. Araştırma örneklem kapsamındaki otel çalışanlarına uygulanmıştır.

Yapılan araştırma sonucunda, liderlerin örgüt içinde bilginin kullanımını ve paylaşımını kolaylaştırdıkları, bilgi yönetiminin sürdürülmesi ve uygulamasını destekledikleri sürece örgütlerde bilgi yönetiminin başarıya ulaşma olasılığının yüksek olduğu sonucuna ulaşılmıştır. Ayrıca bilgi yönetiminin sürdürülmesi ve desteklenmesinin hem çalışanların performanslarını hem de örgüt performansını olumlu yönde etkilediği tespit edilmiştir.

Anahtar Kelimeler: Bilgi Yönetimi, Liderlik, Konaklama İşletmeleri, İzmir

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1. INTRODUCTION

In today's highly competitive environment, the success of organizations increasingly depends on how effectively they manage knowledge in the marketplace. Knowledge is now regarded as one of the most critical strategic resources for businesses, and its effective management is considered a fundamental condition for achieving competitive advantage (Alavi & Leidner, 2001). In this context, knowledge management has evolved beyond a topic discussed solely in senior management meetings; it has become a strategic approach that lies at the heart of organizational culture and is directly linked to leadership and operational processes.

The primary aim of this study is to examine knowledge management processes in accommodation establishments and to elucidate the role of leaders in these processes. In particular, the study evaluates the integration of knowledge management practices with organizational structure, culture, and processes, as well as the impact of leadership on knowledge sharing, storage, and strategic utilization. The research seeks to understand how leaders support knowledge management and how knowledge leadership approaches contribute to organizational performance.

The significance of this study lies in its examination of the relationship between knowledge management and leadership within the specific context of the hospitality sector. In accommodation establishments, knowledge management practices play a critical role in enhancing service quality, supporting innovation, ensuring customer satisfaction, and improving process efficiency. However, there is a limited body of research in the literature regarding the impact of leadership approaches on these processes. Therefore, this study aims to contribute both to academic literature and to provide guidance for practitioners in the sector.

The necessity of this research arises from the insufficient investigation of knowledge management and leadership practices within the sector. In the increasingly competitive hospitality industry, it is essential for organizations to implement knowledge management processes effectively and for leaders to assume strategic roles in these processes to achieve sustainable success. Accordingly, this study aims to facilitate a better understanding of the relationship between knowledge management and leadership in the sector and to support the development of strategic recommendations for practical application.

2. CONSEPTUAL FRAMEWORK

2.1. Knowledge Management

Knowledge management is an organizational process that aims to maximize the creative power of an organization by combining the data and information processing capacity of information and communication technologies with the innovative and creative capacity of human capital (Çakar et al., 2010: 73). According to Meral (1999), knowledge management is a strategic management process that aims to deepen and expand the organizational knowledge stock by leveraging the leverage effect of human resources and information technologies.

Knowledge management is concerned with the acquisition, sharing, development, and use of productive (value-creating) knowledge. Successful knowledge management is essential for successful processes such as knowledge creation, provision, protection, and distribution. The primary goal of knowledge management is to identify valuable new knowledge, deliver it to relevant units, and continuously update the knowledge base. In other words, it is crucial that every employee in the organization be held responsible for knowledge. The appropriate and accurate use of knowledge, its recording, sharing among employees, and keeping it current constitute the fundamental aspects of knowledge management (Sarıhan, 1998: 25). Knowledge management goes beyond simply managing this information; it's about managing this process. This process consists of developing, protecting, using, and sharing knowledge. Theories and practices developed in knowledge management have matured over time, supporting the perspective on knowledge

management from different perspectives. From the creation of knowledge to the creation of artificial intelligence, many new approaches have supported knowledge management.

Knowledge management goals and practices are shown in Table 1 as examples of some organizations' efforts to make knowledge productive.

Table 1. Knowledge Management Objectives and Application Examples of Some Companies

Company	Country	Knowledge Management Objectives	Knowledge Management
3 M	USA	Creating a culture of knowledge sharing.	Managers take continuous learning and feedback in parallel.
McKinsey & Bianco	USA	Capturing, storing and revealing indirect knowledge of individuals.	These two consulting firms have developed a 'knowledge database' that includes experience with each job, the names of team members, and customer reactions.
Ford Motor	USA	Creating a culture of sharing knowledge.	The company has transformed itself through vendor networks that leverage information, technology, and knowledge.
Hewlett-Packard	USA	Creating a culture of sharing knowledge. Creating small circles for indirect knowledge transfer.	A collaborative culture exists throughout the company, encouraging knowledge sharing and risk-taking. HP also supports even those who find useless information.
Outokumppu	Finland	Generating new revenues from existing knowledge.	The knowledge of establishing a factory for mineral refining has been made available to staff, management, and customers worldwide.

Source: http://www.tebd.gazi.edu.tr/arsiv/2006_cilt4sayi_4/351-373.pdf. (Access Date: 03.02.2010)

As seen in Table 1, companies aim to derive a wide range of benefits from knowledge management practices. Establishing a knowledge-sharing culture, storing knowledge, and measuring the knowledge production process can be considered among the main objectives.

Successful organizations are those that continuously generate and disseminate knowledge throughout the organization, and rapidly embody this knowledge in new technologies and products (Nonaka, 1991). Knowledge that is valid today may become obsolete tomorrow. Therefore, knowledge management essentially emerges as a discipline, a culture, a shared belief, and a challenging management process (Naktiyok, 2004:78). Furthermore, knowledge management facilitates decision-making processes within the organization. In a rapidly changing environment, the competitive efforts of most organizations focus on developing and utilizing knowledge (Çakar et al., 2010:74).

2.2. Knowledge Management and Applications in Accommodation Businesses

Knowledge management is an activity that aims to improve organizational performance through the acquisition, sharing, and use of information technologies (Yılmaz, 2009:67). The success of the hospitality industry relies heavily on the collection and analysis of customer information, thereby providing personalized services (Ürü and Yozgat, 2007: 2429). Knowledge management is defined from different perspectives in the literature. For service businesses, knowledge management is the planned and systematic management of the creation, sharing, and use of information to enable a business to deliver its products and services to its customers more quickly and effectively (Uzun, 2007:45). Similarly, for hospitality businesses, knowledge management is the systematic and analytical sharing of best practices to understand competitors, improve customer service, and

achieve financial goals (Lee, 2008:5). Another definition is the use of the knowledge assets of hospitality businesses to create a competitive advantage (Cooper, 2006:51).

Today, most accommodation establishments are forced to compete internationally. Information technologies play a significant role in applications such as online promotion, public relations, advertising, and sales (Halis, 2001:1). One of the most crucial requirements for accommodation establishments to survive in the globalizing world of international competition is the ability to manage a knowledge management process built on an infrastructure built using information technologies, with the aim of improving organizational performance (İlhan, 2000:6). Therefore, the effective management of knowledge, defined as a strategic resource today, can be the most significant input that will provide accommodation establishments with a competitive advantage. It is anticipated that by managing knowledge, organizations can improve their market position, ensure organizational continuity and efficiency, optimize the synergy between product development and marketing, and facilitate more effective and efficient employee learning and communication (Beijerse, 1999:98-99).

While knowledge management practices are not common in accommodation establishments, it is observed that it is more frequently implemented in accommodation chains. Information management provides significant benefits to chain accommodation businesses in achieving a common quality standard. For example, a case study conducted at the Accor Hotel Group, which has 3,500 accommodation establishments and 130,000 employees worldwide, revealed that this group has developed and implemented information management strategies (Yılmaz; 2009: 71). An Accor chain in Germany with 6,000 employees also utilizes information technologies to store information as part of its information management program.

Bahar (2011: 51)'s research examining the information management infrastructure, implementation, and obstacles encountered in 3- and 5-star accommodation businesses in Adana, Hatay, and Mersin found that the benefits of information technologies were clearly evident in the accommodation businesses covered by the study and that the necessary infrastructure had been established. However, deficiencies in knowledge management were identified in terms of human capital, organizational structure, and organizational culture. Yun's (2004) study reveals that accommodation establishments are slowly transitioning to knowledge management strategies due to the comprehensive nature of the concept of knowledge management.

Ürü and Yozgat (2007:2443) examined the relationship between knowledge management practices and knowledge management performance in five-star hotels in Istanbul. The study revealed that all hotels in the study implemented knowledge management practices and utilized information technologies for this purpose. Furthermore, a positive and high-level relationship emerged between knowledge management practices and indicators such as the competence of businesses and employees in knowledge-related activities, their productivity, organizational performance, customer loyalty, and innovation.

At Ritz-Carlton, knowledge management involves sharing best practices within each department and is updated annually. According to Ritz-Carlton management, the most important component of knowledge management is the employees. If employees do not use the information they obtain from knowledge management to achieve organizational goals, the system becomes useless (Lee, 2008:27). Ritz Carlton hotels are trying to increase customer loyalty by recording the special requests of their guests during their first stay and providing them with personalized services during their subsequent stays within the scope of information management (Yang and Wang, 2008: 348).

In the study conducted by Voegeli (2021), the knowledge management (KM) practices of the InterContinental Hotels Group (IHG) were examined. The findings indicate that while IHG employs knowledge management practices, these practices remain at a basic level and are not fully integrated with strategic planning or the overall business strategy. This suggests that many hotel groups adopt a simplified view in which knowledge management is equated solely with software use or data

collection. However, generating genuine value from KM requires the integration of knowledge processes into the organization's strategic framework. In this respect, the IHG case is significant, as it demonstrates that although a major international hotel chain has established knowledge management practices, their full potential has not yet been realized.

2.3. Leadership and Roles in Knowledge Management

According to Skyrme, a knowledge manager is a leader responsible for maximizing the value an organization obtains through its most important asset, knowledge (Barutçugil, 2002: 145). A similar definition defines a knowledge manager as the person who pioneers and leads an organization's knowledge management initiative (Kılıç, 2006: 169). Organizations that will succeed in maintaining their presence in the information age and achieving competitive advantage will differ in many ways from the "traditional organizations" of the industrial age. For these organizations, which will emerge in the new era defined as the "information age," ensuring effectiveness in "knowledge management" is vital to achieving competitive advantage. In this context, "knowledge workers," one of the components of knowledge management, are of key importance in ensuring the effectiveness of knowledge management (Özmen et al., 2004:256-257).

Knowledge management is considered a strategic senior management issue and is the responsibility of a leader equipped with high-level authority. This leader must manage technology and processes while also leading the change in corporate culture (Barutçugil, 2002:147). The duties of the Chief Knowledge Officer (CKO)—or leader—are complex and diverse. The CKO makes arrangements to establish the knowledge-related infrastructure, establishes connections with external environments and ensures access to external knowledge, and takes initiatives at every level to create a knowledge culture within the organization. He or she facilitates the use and sharing of knowledge. It tries to select the most appropriate management throughout the organization to realize all the elements related to knowledge management and to measure knowledge and determines the knowledge strategy (Yüksel, 2007: 95).

2.4. The Role of Leaders in Knowledge Management - Mintzberg's Leadership Roles Model

Leadership in the knowledge management process can be defined as a process in which individual group members are supported in the learning processes required to achieve group or organizational goals (Viitala, 2004:528-529). According to Guns (1998:315-316), the primary role of the knowledge leader is to utilize knowledge by mobilizing the organization's knowledge assets.

According to Mintzberg, the activities of managers do not conform to the classical management functions (planning, organizing, directing, and supervising). Mintzberg identified and classified the different group behaviors of managers known as managerial roles. According to Mintzberg, interpersonal roles include role modeling, leadership, and connection, supported by managerial authority and requiring the development of interpersonal relationships. Relational roles are defined as monitoring, disseminating, and negotiating roles related to information received and communicated. Judicial roles are defined by Mintzberg as entrepreneurial, conflict management, resource allocation, and negotiating.

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2.5. Leadership in Accommodation Businesses

The multifaceted, complex, and dynamic structure of the tourism sector necessitates that managers working in this sector possess diverse and superior qualifications (Kozak, 1999:27). Considering the various studies conducted on leadership in accommodation establishments, it is

clear that these studies are conducted in two ways: indirect and direct. Indirect studies on leadership in accommodation establishments (Ley 1980; Arnoldo 1981; Shrottt ,1989) are based on Mintzberg's work and recognize that leadership is a management role. In his research, Mintzberg (1973) revealed a wide variety of tasks and ten different roles that managers undertake. He categorized these roles into three main groups: interpersonal roles, information gathering and distribution roles, and decision-making roles (Taşkıran, 2009:172).

When examining the fundamental roles leaders undertake in managing the knowledge management process in organizations, particularly in hospitality establishments, some studies have identified that transformational leadership has a positive impact on this process (Salo, 2009:120-126; Zorlu et al. 2016:210). Bryant (2003: 41) demonstrates that the leadership qualities necessary for the generation, sharing, and dissemination of knowledge in organizations implementing knowledge management processes emerge only through transformational leadership. Studies directly addressing leadership in hospitality establishments have assumed that managers are leaders, and the characteristics, attitudes, and behaviors of these leaders have been emphasized (Pittaway et al., 1998).

Among these studies, Nebel and Stearns' (1977) study revealed that the effectiveness of leadership orientation depends on the structure and conditions of the organization, and the most appropriate leadership orientation for hospitality establishments was leadership. In another study on leadership in hospitality businesses, Worksfold (1989) identified the general profiles of 28 managers working in a chain of hospitality businesses in the UK and examined their leadership orientations toward people and tasks. Worksfold found that managers tended to be more task-oriented.

Kozak (1997) and Yüksel and Akoğlan (1998) analyzed the managerial behavior of female hospitality managers across two dimensions: people-oriented. The survey, conducted using a questionnaire on 146 female managers in the Marmara region, found that female managers placed equal importance on people-oriented and task-oriented leadership.

3. METHOD

This research is within the scope of research that does not require ethics committee approval because it was conducted before the specified year, in response to the article "With the ULAKBİM decision dated February 25, 2020, ethics committee approval must be obtained separately for clinical and experimental studies on humans and animals that require ethics committee approval for all branches of science."

3.1. Universe and Sample

The research population consisted of managers working in four- and five-star accommodation establishments in and around Izmir. Furthermore, the selection of lower- and middle-level managers for the survey was based on the assumption that these employees are more familiar with leadership behaviors and the information management processes implemented by the accommodation establishment than non-managerial employees.

The research was conducted in four- and five-star accommodation establishments in Izmir and its districts (Çeşme, Selçuk, Balçova, Gümüldür, Foça, Çiğli, and Dikili). Twenty-two of the hotels in this region, including 15 five-star and 24 four-star hotels (Statistics of the Ministry of Culture and Tourism of the Republic of Turkey), were randomly sampled. The sample consisted of individuals serving in the general manager, deputy general manager, department manager, and deputy general manager positions in 12 five-star and 10 four-star establishments.

3.2. Research Variables and Model

Independent Variable

Leadership Roles

- Use and Sharing of Information

- Maintaining and Supporting Information Management

Dependent Variable

Benefits of Knowledge Management

- Employee Performance, Knowledge Sharing and Learning.

Corporate Performance

Leadership Skills

- Project Management

-Technological

-Individuals

-Leadership

Leadership Roles

-Use and Sharing of Information
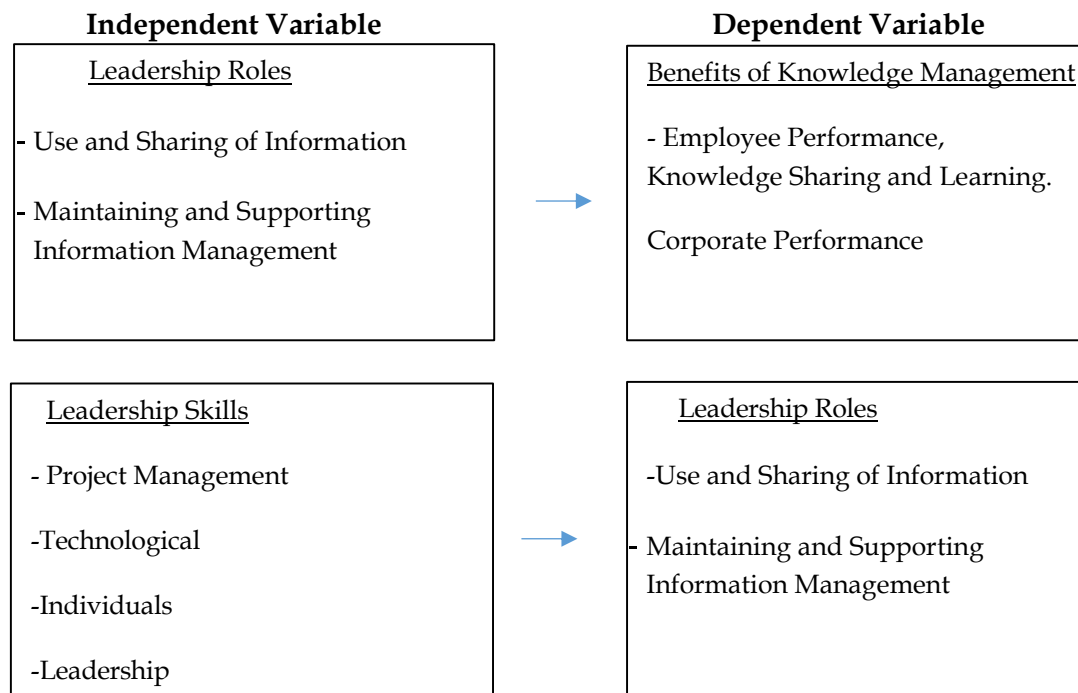
- Maintaining and Supporting Information Management

Figure 1. Research Model

In the research model, leadership roles, identified as the independent variables, are defined in two dimensions: "Use and Sharing of Knowledge" and "Sustaining and Supporting Knowledge Management." The dependent variable, "Benefits of Knowledge Management," is defined as "Employee Performance, Knowledge Sharing, and Learning" and "Organizational Performance."

The primary research question concerns whether there is a relationship between leadership roles and the benefits of knowledge management. Within the scope of this fundamental question, the second objective was to investigate whether leadership abilities are a determinant of leadership roles. Therefore, the first stage assessed the impact of leadership roles, which constitute the primary research focus of the study, on the benefits of knowledge management. In the second stage, leadership abilities were considered as the independent variable, and leadership roles as the dependent variable. The extent to which leadership abilities explain leadership roles and whether these characteristics are a determinant of leadership roles was examined.

Of the 351 questionnaires, 216 were administered at four-star and 135 at five-star accommodation establishments. Of the 351 accommodation managers who received questionnaires, 183 were returned, 102 from four-star and 81 from five-star establishments, and 178 were deemed worthy of analysis. The remaining five questionnaires could not be analyzed due to incomplete information and multiple responses to the same question. The response rate for the questionnaires was 50.7%, which is within acceptable limits for representativeness of the sample (Sekaran, 2000: 245).

The questionnaire used in the study consists of four sections, including questions on Leadership Abilities, Leadership Roles in Knowledge Management, Benefits of Knowledge Management to the Business, and Demographic Characteristics of Accommodation Establishments and Employees.

The first section of the questionnaire addressed demographic characteristics. The second section includes the "Leadership Skills Assessment Scale," which includes statements about the business and leadership skills. The third section includes the "Leadership Roles Assessment Scale in Knowledge Management," which includes questions about leadership roles in knowledge management. The final section includes the "Benefits of Knowledge Management to the Business

Assessment Scale," which includes questions about the benefits of knowledge management to the business. The questionnaire scales are designed on a 5-point Likert scale. The three scales used in this study, which include statements regarding leadership skills, the roles of leaders in knowledge management, and the benefits of knowledge management for the organization, were adapted from Kılınç's (2006) master's thesis titled *A Study on the Role of Leaders in Knowledge Management*.

To test the clarity and response time of the questions in the questionnaire, a pilot study was conducted with respondents who had similar characteristics to the target sample before administering the survey. Therefore, before administering the questionnaire, a pilot study was conducted with 35 individuals selected from managers of 4- and 5-star hotels operating in Antalya and Bodrum. Following this study, necessary corrections and simplifications were made, and the survey was brought to a workable stage. The responses from the returned questionnaires were computer-coded and analyzed using SPSS 18 (Statistical Package for Social Sciences).

3.3. Data Analysis

Reliability and validity analyses were conducted for the scales used in the study and are shown in Table 2.

Table 2. Reliability Analysis of Scales

Scales	Cronbach Alfa	P
Leader Abilities	0,923	,011
Leadership Roles in Knowledge Management Practice	0,977	,001
Benefits of Knoewledge Management Applications to Businesses	0,973	,001

According to these analyses, the overall Cronbach's alpha value for the Leader Abilities scale is 0.93 (p=0.011), the overall Cronbach's alpha value for the leadership roles scale in knowledge management practice is 0.97 (p<0.001), and the Cronbach's alpha value for the benefits of knowledge management practice to the business scale is 0.97 (p<0.001). Table 5 shows the analysis results of the demographic characteristics of the participants.

Table 3. Demographic Characteristics of the Participants

	(n)	(%)		(n)	(%)
Gender			**Field Of Education**		
Female	68	38,2	Business- Administration- Economics	41	24,0
Male	110	61,8	Tourism Hotel Management	82	48,0
Total	178	100,0	Engineering	4	2,3
Age			Law	10	5,8
34 years old and under	79	44,4	Education	16	9,4
Between 35-44 years old	76	42,7	Other	18	10,5
45 years old and older	23	12,9	Total	171	100,0
Total	178	100,0	**Titles of Managers**		
Education			General Manager	21	12,1
High School and below	29	16,5	Asistant of General Mang.	30	17,3
Associate's degree	30	17,0	Manager of Dept.	67	38,7
4 year College	54	30,7	Asistant of Dept. Manager	31	17,9
Faculty	44	25,0	Other	24	13,9
Master's Degree↑	19	10,8	Total	173	100,0
Total	176	100,0	**Total Management Experience**		
Foreign Language in Good Level			Less than 3 years	20	11,3
			3-6 years	60	33,9
Yes	98	59,4	7-10 years	57	32,2

No	67	40,6	11-14 years	24	13,6
Total	165	100,0	More than 14 years	16	9,0
			Total	177	100,0
Distribution of Managers According to the Functional Area They Work In					
Senior Management	36	20,2	Accounting	6	3,4
Administrative	17	9,6	Marketing/Sales	7	3,9
Production/ Engineering	6	3,4	Purchasing	4	2,2
Quality / Job Development	9	5,1	Research & Development	12	6,7
Strategy /Planning	17	9,6	Guest Relations	9	5,1
Human Resources	18	10,1	Housekeeping	4	2,2
Information systems technology	11	6,2	Banquet Organization	5	2,8
Finance	8	4,5	Other	9	5,0
Total	**178**	**100,0**			

The gender frequencies of the survey participants are shown in Table3, 38.2% of the participants were female and 61.8% were male. Of the participating managers, 44.4% were under the age of 34, 42.7% were between the ages of 35 and 44, and 12.9% were 45 or older. Participants with a high school degree or less constituted 16.5%, participants with an associate's degree 17.0%, participants with a four-year college degree 30.7%, participants with a faculty degree 25.0%, and participants with a master's degree or higher constituted 10.8%. Of the participants, 24.0% were studying business and economics, 48.0% were studying tourism and hotel management, 2.3% were studying engineering, 5.8% were studying law, 9.4% were studying education, and 10.5% were studying other fields.

12.1% of the participants are general managers, 17.3% are deputy general managers, 38.7% are department managers, 17.9% are deputy department managers, and 13.9% work in other titles. 11.3% of the participants have less than 3 years of experience, 33.9% have 3-6 years, 32.2% have 7-10 years, 13.6% have 11-14 years, and 9.0% have more than 14 years of experience. 59.4% of the participants know a foreign language at a good level, while 40.6% do not know a foreign language at a good level.

3.3.1. Characteristics of the Managers

A frequency analysis was conducted regarding the business in which the managers participating in the research work, the ownership status of the business, the total operating period of the business and the number of employees in the business.

Table 4. Numerical and Percentage Distribution of the Sample

Duration of Operation of the Business		
	n	**%**
Less than 5 years	26	14,8
5-9 years	63	35,8
10-14 years	37	21,0
15-20 years	20	11,4
More than 20 years	30	17,0
Total	**176**	**100,0**
Number of Employees		
1-20	3	1,7
21-40	9	5,1
41-60	5	2,8
61-80	30	17,0
81-100	64	36,4
101-120	37	21,0
121-140	28	15,9
Total	**176**	**100,0**

Ownership Statue		
Personaly Owned	88	49,7
Foreign Chain	12	6,8
Local Chain	6	3,4
Partnership	13	7,3
Group	53	29,9
Other	2	1,1
Total	**174**	**100,0**

Information about the businesses in which the managers participating in the research work is shown in Table 4. In this respect, it is seen that 49.7% of the businesses are sole proprietorships, 6.8% are foreign chain businesses, 3.4% are domestic chain businesses, 7.3% are partnership businesses, 29.9% are group businesses, and 1.1% are owned by other means. Of the participants, 14.8% stated that the business they work for has been operating for less than 5 years, 35.8% for 5-9 years, 21.0% for 10-14 years, 11.4% for 15-20 years, and 17.0% for more than 20 years.

When the answers given by the participants about the number of employees in the business are examined, it is seen that 1.7% of them work with 1-20 people in the business they work for, 5.1% for 21-40 people, 2.8% for 41-60 people, 17.0% for 61-80 people, 36.4% for 81-100 people, 21.0% for 101-120 people, and 15.9% for 121-140 people.

3.3.2. Distribution of the Skills of the Managers in the Scope of the Research

Table 5 shows the distribution, mean and standard deviations regarding the abilities of the managers within the scope of the research.

Table 5. Distribution of the Skills of the Managers in the Research

Expression	1		2		3		4		5		Average	S.S
	n	%	n	%	n	%	n	%	n	%		
Team building	-	-	-	-	6	3,4	117	65,7	54	30,3	4,28	,531
Jow Development	-	-	2	1,1	6	3,4	117	65,7	52	29,2	4,24	,564
Using of Technology	-	-	1	,6	21	11,8	95	53,4	61	34,3	4,21	,663
Verbal expression	-	-	3	1,7	9	5,1	91	51,1	75	42,1	4,34	,654
Project management	-	-	2	1,1	17	9,6	105	59,0	54	30,3	4,19	,642
Creativity	1	,6	1	,6	15	8,4	99	55,6	62	34,8	4,24	,673
Interpersonal relationship	1	,6	1	,6	7	3,9	91	51,1	78	43,8	4,37	,645
Mobilizing people	1	,6	1	,6	11	6,2	90	50,6	75	42,1	4,33	,670
Overcoming obstacles	1	,6	-	-	14	7,9	101	56,7	60	33,7	4,24	,644
Keeping up with innovations	1	,6	-	-	18	10,1	89	50,0	69	38,8	4,27	,687
Having Self-confidence	2	1,1	1	,6	9	5,1	97	54,8	68	38,4	4,29	,692
Having initiative	-	-	4	2,2	10	5,6	96	53,9	68	38,2	4,28	,672
Trusting others	1	,6	3	1,7	11	6,2	95	53,4	67	37,6	4,27	,701
Vision	1	,6	1	,6	14	7,9	99	55,6	63	35,4	4,25	,669
Ability to create a common purpose with employees	-	-	3	1,7	10	5,6	105	59,0	60	33,7	4,25	,634
Ability to think results-oriented	1	,6	1	,6	12	6,8	95	53,7	68	38,4	4,29	,667
Rewarding successful employees	1	,6	2	1,1	13	7,3	106	59,9	55	31,1	4,20	,666
Recognizing your strengths and weaknesses	1	,6	2	1,1	15	8,5	108	61,0	51	28,8	4,16	,667
Developing empathy	1	,6	1	,6	10	5,6	100	56,2	66	37,1	4,29	,648

(1: Very Bad; 2: Bad; 3: Neither Good Nor Bad; 4: Good; 5: Very Good)

When managers' responses were examined, they generally believed they were competent in the areas mentioned in the statements. However, for "interpersonal skills" and "motivating people," they stated that their abilities were "good" and "very good."

3.3.3. Distribution of Managers' Leadership Roles in Knowledge Management Applications

The distribution of leadership roles of the managers within the scope of the research in the application of knowledge management in the enterprise is discussed in Table 6.

Table 6. Distribution of Researched Managers Regarding Leadership Roles in Business Knowledge Management Applications

Expression	1		2		3		4		5			Average	S. S.
	n	%	n	%	N	%	n	%	N	%			
I encourage the creation of a knowledge sharing culture in our business.	37	20,8	66	37,1	5	2,8	56	31,5	14	7,9		2,69	1,320
I develop the Information Management Strategy in our business.	20	11,3	74	41,8	14	7,9	43	24,3	26	14,7		2,89	1,303
I Support Knowledge Sharing Events and Meetings in Our Business.	37	20,9	62	35,0	8	4,5	31	17,5	39	22,0		2,85	1,494
I take the initiative to measure the benefits of knowledge management in our business.	21	11,9	74	42,0	13	7,4	47	26,7	21	11,9		2,85	1,276
I also add information management duties to the job descriptions of newly joined employees	29	16,3	62	34,8	18	10,1	39	21,9	27	15,2		2,85	1,358
I Encourage Our Entire Business to Benefit from Knowledge Management.	28	15,9	71	40,3	12	6,8	40	22,7	25	14,2		2,79	1,342
I don't find it necessary to do research in developing our business's information resources.	30	16,9	54	30,3	16	9,0	40	22,5	38	21,3		3,01	1,438
I Ensure That All Employees Believe in What We Can Achieve by Managing Knowledge	34	19,1	76	42,7	9	5,1	36	20,2	23	12,9		2,65	1,341
I share information with a limited number of employees. I won't share with the entire business.	21	11,9	53	30,1	25	14,2	37	21,0	40	22,7		3,12	1,376
I Compare with Competing Businesses to Understand the Benefits of Knowledge Management for Our Business.	30	16,9	69	38,8	15	8,4	52	29,2	12	6,7		2,70	1,242
I Help Employees Share Information.	35	19,9	67	38,1	8	4,5	48	27,3	18	10,2		2,70	1,333
I Develop a Fair Reward System to Improve Knowledge Management Practice.	30	17,2	60	34,5	22	12,6	36	20,7	26	14,9		2,82	1,347
I apply change management in our business.	17	9,7	55	31,4	32	18,3	47	26,9	24	13,7		3,03	1,236
I support the selection of technologies that contribute to knowledge management practices in our business.	31	17,7	60	34,3	9	5,1	42	24,0	33	18,9		2,92	1,432
I Embed Knowledge Management in Internal Processes.	28	15,9	64	36,4	15	8,5	46	26,1	23	13,1		2,84	1,330
I always support the training of employees.	60	34,1	43	24,4	4	2,3	40	22,7	29	16,5		2,63	1,540

(1: Strongly Disagree; 2: Disagree; 3: No Opinion; 4: Agree; 5: Strongly Agree)

When Table 6 is examined, it is determined that the highest average response was given to the statement "I share information with a limited number of employees. I do not share it with the entire company," and the lowest average response was given to the statement "I always support the training of employees."

3.3.4. Distribution of Managers' Thoughts on the Benefits of Knowledge Management Application

The distribution of managers' opinions on the benefits of knowledge management applications is presented in Table 7.

Table 7. Distribution of Managers' Opinions on the Benefits of Knowledge Management Application

Expression	1		2		3		4		5		Ort.	S. S.
	n	%	N	%	N	%	n	%	n	%		
It has ensured full participation of employees in business decisions.	22	12,4	73	41,0	18	10,1	46	25,8	19	10,7	2,81	1,251
It Did Not Provide an Increase in Employee Job Satisfaction.	10	5,6	43	24,3	45	25,4	31	17,5	48	27,1	3,36	1,268
It has shortened the education-learning period.	19	10,7	67	37,6	28	15,7	46	25,8	18	10,1	2,87	1,207
It has increased the sharing of information within the company.	24	13,5	77	43,3	9	5,1	43	24,2	25	14,0	2,82	1,324
Increased external information sharing has been achieved.	17	9,6	61	34,5	27	15,3	44	24,9	28	15,8	3,03	1,272
It has increased the creation of new products and services.	25	14,0	70	39,3	22	12,4	42	23,6	19	10,7	2,78	1,256
Even if talented employees leave the company, the knowledge and experience gained from them is ensured to last.	28	15,8	75	42,4	19	10,7	34	19,2	21	11,9	2,69	1,279
It did not increase labor productivity.	20	11,3	45	25,4	24	13,6	62	35,0	26	14,7	3,16	1,275
Contributed to Achieving and Sustaining Competitive Advantage.	26	14,6	70	39,3	23	12,9	44	24,7	15	8,4	2,73	1,224
Contributed to establishing and developing one-on-one relationships with customers.	31	17,4	69	38,8	12	6,7	46	25,8	20	11,2	2,75	1,318
It has contributed to the diversification of the field of activity of our business.	32	18,1	63	35,6	18	10,2	40	22,6	24	13,6	2,78	1,345
Contributed to the Improvement of Product and Service Quality.	36	20,3	61	34,5	10	5,6	47	26,6	23	13,0	2,77	1,380
Contributed to the use of new technologies in our business.	32	18,1	65	36,7	11	6,2	42	23,7	27	15,3	2,81	1,383
Ensured the Effective Use of Information Resources.	34	19,2	66	37,3	5	2,8	45	25,4	27	15,3	2,80	1,406
It has increased cooperation among employees.	38	21,6	64	36,4	5	2,8	38	21,6	31	17,6	2,77	1,452
It has contributed to more effective decision making in our business.	37	21,1	67	38,3	11	6,3	29	16,6	31	17,7	2,71	1,426
It did not provide an increase in acquisition of new customers.	19	10,7	52	29,2	29	16,3	38	21,3	40	22,5	3,16	1,348
It has contributed to finding quicker solutions to business problems.	33	18,8	64	36,4	20	11,4	50	28,4	9	5,1	2,65	1,219
It has ensured positive developments in the abilities of employees.	30	17,1	79	45,1	12	6,9	39	22,3	15	8,6	2,60	1,246
Production/Service Efficiency Has Decreased.	31	17,5	49	27,7	14	7,9	61	34,5	22	12,4	2,97	1,352
Increased Business Profitability.	23	12,9	68	38,2	28	15,7	27	15,2	31	17,4	2,86	1,322

It has contributed to greater sharing of experiences within the business.	28	15,8	69	39,0	14	7,9	48	27,1	18	10,2	2,77	1,287
Contributed to the reduction of costs.	25	14,0	57	32,0	33	18,5	40	22,5	23	12,9	2,88	1,272
Contributed to the increase in market share.	23	13,1	56	31,8	34	19,3	45	25,6	18	10,2	2,88	1,225
Contributed to the Obtainment of Qualified Workforce.	29	16,5	67	38,1	16	9,1	35	19,9	29	16,5	2,82	1,369

1: Strongly disagree; 2: Disagree; 3: No opinion; 4: Agree; 5: Strongly agree

When Tables 7 and are examined, it is determined that the average of the responses given by the managers is the highest for the statement "It did not provide an increase in the job satisfaction of the employees" and the average of the responses given to the statement "It provided positive developments in the abilities of the employees" is the lowest.

3.3.5. The Relationship Between Leader Abilities and Leadership Roles

The results of the correlation analysis conducted to test the relationship between leadership abilities and leadership roles are shown in Table 8

Table 8. The Relationship Between Leader Abilities and Leadership Roles

Expressions	Use and Sharing of IKnowledge	Maintaining and Supporting Knowledge Management
Team building	-,002	,026
Jow Development	,130	,095
Using of Technology	**,238****	**,173***
Verbal expression	**,169***	,105
Project management	**,237****	,141
Creativity	**,179***	,125
Interpersonal relationship	,041	,055
Mobilizing people	,059	,057
Overcoming obstacles	**,187***	,139
Keeping up with innovations	**,175***	,105
Having Self-confidence	,080	,088
Having initiative	**,207****	**,189***
Trusting others	,116	,068
Vision	**,209****	,126
Ability to create a common purpose with employees	**,273****	**,259****
Ability to think results-oriented	,067	,045
Rewarding successful employees	**,260****	**,196****
Recognizing your strengths and weaknesses	,103	,097
Developing empathy	,014	-,033

*Significant at p< 0.05. **Significant at p< 0.01.

Analysis, it is not possible to say that there is a significant difference between all leader abilities and leadership roles. It is possible to say that there is a significant and low strength relationship between the expression "Your Ability to Use Technology" and the dimensions "Use and Sharing of

Information" (r= 0.238 and p=0.001) and "Maintaining and Supporting Knowledge Management" (r= 0.173 and p=0.021). It is possible to say that there is a significant and low strength relationship between the expression "Your Verbal Expression Ability" and "Use and Sharing of Information" (r= 0.169 and p=0.024). There is a significant and low strength relationship between the expression "Your Creativity Ability" and "Use and Sharing of Information" (r= 0.179 and p=0.017).

There is a significant and low-strength relationship between the phrase "Your Ability to Overcome Obstacles" and "Use and Sharing of Information" (r=0.187 and p=0.013). There is a significant and low-strength relationship between the phrase "Your Ability to Keep Up with Innovation" and "Use and Sharing of Information" (r=0.175 and p=0.020).

There is a significant and low-strength relationship between the phrase "Your Ability to Take Initiative" and the dimensions "Use and Sharing of Information" (r=0.207 and p=0.006) and "Sustaining and Supporting Knowledge Management" (r=0.189 and p=0.012). There is a significant and low-strength relationship between the phrase "Your Vision Ability" and "Use and Sharing of Information" (r=0.209 and p=0.005). It is possible to say that there is a significant and low-strength relationship between the statement "Your Ability to Create a Common Purpose with Employees" and the dimensions "Use and Sharing of Information" (r= 0.273 and p<0.001) and "Maintaining and Supporting Information Management" (r= 0.259 and p<0.001).

3.3.6. The Relationship Between Leadership Roles and the Benefits of Knowledge Management

A third correlation analysis was conducted to determine whether there was a statistically significant relationship between leadership roles and the benefits of knowledge management.

Table 9. The Correlation Analysis Results for Leadership Roles and Benefits of Knowledge Management

		1	2	3	4
1. Use and Sharing of Information	r p	1			
2. Maintaining and Supporting Information Knowledge Management	r p	,698** ,000	1		
3. Employee Performance, Knowledge Sharing, and Learning	r p	,952** ,000	,706** ,000	1	
4. Corporate Performance	r p	,338** ,000	,495** ,000	,336** ,000	1

*Correlation is significant at the 0.05 level. **Correlation is significant at the 0.01 level.

As seen in Table 9, there is a strong positive correlation (p<0.001 and r=0.698) between the "Use and Sharing of Knowledge" variable and the "Maintaining and Supporting Knowledge Management" variable. There is also a very strong positive correlation (p<0.001 and r=0.952) between the "Use and Sharing of Knowledge" variable and the "Employee Performance, Knowledge Sharing, and Learning" variable. It is possible to say that the relationship is very strong for these two dimensions, and that participants perceived these two variables as almost identical.

There is a low positive correlation (p<0.001 and r= 0.338) between the variable "Use and Sharing of Knowledge" and the variable "Corporate Performance." There is a very strong positive correlation (p<0.001 and r= 0.706) between the variable "Maintaining and Supporting Knowledge Management" and the variable "Employee Performance, Knowledge Sharing, and Learning." There is a moderate positive correlation (p<0.001 and r= 0.495) between the variable "Maintaining and Supporting Knowledge Management" and the variable "Corporate Performance."

There is a low positive correlation (p<0.001 and r= 0.336) between the variable "Employee Performance, Knowledge Sharing, and Learning" and the variable "Corporate Performance."

3.3.7. Regression Analysis on Leadership Abilities, Leadership Roles, and Benefits of Knowledge Management

Regression analysis was conducted to examine the impact of leadership abilities on leadership roles and the impact of leadership roles on knowledge management.

Table 10. Regression Analysis of Leadership Roles Affecting the Benefits of Knowledge Management

Variables	B	t	Sig.
Leadership Roles	,915	30,078	,000
FIX	,424	4,894	,000
R: ,915; R² ,837; Adjusted R² ,836; F: 904,689; Sig: ,001			

Table 10 shows the regression analysis results regarding the impact of leadership roles on the benefits of knowledge management. An examination of Table 11 reveals that the F value is 904.689 and the significance level is 0.001. Consequently, R=0.915 and R^2 =0.837. According to the regression analysis results, the effect on the benefits of knowledge management is high (β=0.915 and p<0.001). It is observed that leadership roles explain 83% of the effect on the benefits of knowledge management (R^2=0.837).

The strong correlation between leadership roles and the benefits of knowledge management presented in Table 11 can also be said to support the regression analysis results. In this context, there are significant and strong relationships between the two dimensions of leadership roles: the use and sharing of knowledge, and its maintenance and support. It is observed that leadership roles influence the relationships between the benefits of knowledge management on the basis of their dimensions.

Table 11. Regression Analysis of Leader Abilities Affecting Leadership Roles

Variables	β	T	Sig.
Leader Skills	,572	2,940	,004
FIX	,438	,526	,599
Ps: R: ,216; R²: ,047; Adjusted R²: ,041; F: 8,644; Sig: ,004			

An examination of Table 12 reveals that the F value was 8.644 and the significance level was 0.004. Consequently, R=0.216 and R^2=0.047. Based on these regression analysis results, it was determined that leader abilities had an impact on leadership roles (β=0.572 and p=0.004), leadership roles at a 5% level (R^2=0.047). The weak relationship between leader abilities and leadership roles identified in the correlation analysis presented in Table 11 also supports this finding.

4. CONCLUSION

Based on the findings of this study, several evaluations were made regarding the relationship between knowledge management and leadership roles. Accordingly, the responses to the question *"Is there a relationship between the competencies and roles of knowledge leaders?"* (Research Question 1) reveal a positive and significant relationship between the ability to reward successful employees and the use, sharing, maintenance, and support of knowledge. This ability is followed by competencies such as utilizing technology, project management, having vision and initiative, and mobilizing people. These competencies positively influence leaders' roles in the knowledge management process (using, sharing, preserving, and supporting knowledge).

When examining the relationship between leadership abilities and leadership roles, it cannot be stated that all competencies are significantly related to all roles. When evaluated individually:

• A significant relationship was found between leaders' ability to use technology and the dimensions of knowledge use, sharing, and the preservation–support of knowledge.

• A significant relationship exists between leaders' verbal communication skills and the use and sharing of knowledge. As leaders' verbal expression skills increase, the use of knowledge within the organization and its sharing with employees also increases.

• A significant relationship was observed between leaders' creativity and the use and sharing of knowledge. Leaders with stronger creativity skills tend to use and share knowledge more frequently.

• There is also a significant relationship between leaders' ability to adapt to innovation and the use and sharing of knowledge. As leaders adapt to innovation, the use and dissemination of knowledge become easier.

Leaders must possess skills such as guiding people toward a common purpose, setting shared goals with employees, having a vision that motivates them, expressing themselves clearly, and building trust (Bennis, 1997; Bonner, 2000; Ribiere, 2001). According to Guns (1998), rewarding successful employees and establishing a fair reward system to enhance knowledge management practices constitute important roles of knowledge leaders. In this context, leaders' interpersonal communication abilities, their capacity to plan a knowledge management program (communication, use of technology, etc.), and their ability to develop a knowledge management vision (leadership, business knowledge, influencing skills, etc.) are considered to shape their roles in the knowledge management process.

When the results of the correlation analysis regarding whether there is a relationship between the benefits of knowledge management leadership roles for accommodation establishments (Research Question 2) are examined, it is seen that leaders' roles in the use and sharing of knowledge have strong and positive relationships with employee performance, knowledge sharing, and learning. Additionally, a positive but weak relationship is observed between knowledge use–sharing and "Organizational Performance." In other words, the more effectively leaders use and share knowledge, the more employee performance, knowledge sharing, and learning increase.

When the literature is compared with the research findings, several conclusions emerge: According to Guns (1998: 315–316), the primary role of the knowledge leader is to activate organizational knowledge assets and use them effectively. The results of the present study are consistent with this view. Previous studies have shown that continuously supporting employee training and organizational learning (Dfouni, 2002; Dfouni & Croteau, 2003), encouraging a culture of knowledge sharing, supporting knowledge-sharing meetings (Andre, 2003; Chase, 1997), leading by example in sharing knowledge, building trust, sharing knowledge with employees through knowledge management, and encouraging and rewarding employees positively influence employee performance and, consequently, organizational performance (Viitala, 2004; Faget, 2004; Bonner, 2000).

On the other hand, according to Chase (1997), the most essential organizational benefit of knowledge management is increased efficiency in people and processes. In this research, the finding that "positive improvements in employee skills" received the lowest mean score, combined with Herschel and Nemati's (1999) observation that knowledge leaders are often unaware of their own roles and responsibilities, is noteworthy.

When the results regarding the key information technologies and tools used by leaders in knowledge management are examined, it is seen that the internet is considered highly effective in implementing knowledge management. Managers also view the intranet as an effective tool. However, with the exception of document management systems and artificial intelligence, managers frequently selected the option "Neither Effective Nor Ineffective" for other technologies. Similar findings appear in Kılıç's (2006) research, which notes that knowledge leaders particularly make use of the Internet and intranet, draw on intranet support during knowledge-sharing processes (Beijerse, 2000), and use documentation systems during the evaluation phase (Kalkan & Keskin, 2002). Therefore, the literature and the current research findings are consistent.

According to the research results, as leaders facilitate the use and sharing of knowledge within the organization, the sustainability of knowledge management increases. Furthermore, supporting the use and sharing of knowledge can lead to significant improvements in both employee and organizational performance. Based on the study's findings, several recommendations can be made for the effective implementation of knowledge management in accommodation establishments:

• A leadership role consistent with organizational goals and strategies must be established to effectively implement knowledge management. Large organizations often have positions such as Chief Knowledge Officer (CKO). This leader is responsible for creating, shaping, and implementing the knowledge management program. Therefore, similar positions should be createdin accomodation establishments.

 • To successfully implement knowledge management, information technologies must be used more effectively.

The findings indicate that technologies other than the Internet and intranet are not being fully utilized.

• Top management support is one of the key success factors in knowledge management. Senior leaders must communicate the strategic importance of knowledge management to employees.

• An environment of trust should be established within the organization, knowledge sharing should be encouraged, and employees should be encouraged to view knowledge as a valuable organizational asset. As employees internalize the value of knowledge, a stronger culture of knowledge sharing and learning will develop.

In short, the role of leaders in implementing a knowledge management plan is vital. Leaders must create a cultural climate that supports knowledge sharing and design systems that facilitate the transfer of knowledge among employees.

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