

The Impact of Knowledge Management on Improving Service Quality and Achieving Organizational Creativity: An Applied Study on Five-Star Hotels in Iraq

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ABSTRACT: This study investigates the impact of knowledge management on service quality and organizational creativity in the hotel sector. The research aims to explore how effective knowledge management practices enhance service delivery and foster innovation within organizations. A structured questionnaire was employed as the primary data collection tool, distributed to 198 employees in the targeted hotels. The questionnaire addressed three main variables: knowledge management, service quality, and organizational creativity, with responses measured using a Likert scale. Data analysis was conducted using statistical tools, including descriptive statistics, regression analysis, and model fit testing. The results revealed a significant positive impact of knowledge management on both service quality and organizational creativity. Specifically, regression analysis indicated that knowledge management explained 32.5% of the variance in service quality and 40.5% of the variance in organizational creativity, highlighting its critical role in organizational performance. The study recommends that hotel management prioritize implementing systems to facilitate knowledge sharing and creation while training employees to use knowledge effectively. Additionally, fostering a culture of innovation and ensuring continuous updates of knowledge systems are vital. These measures can enhance customer satisfaction and organizational competitiveness.

KEYWORDS: Knowledge Management, Service Quality, Organizational Creativity, Hotel Sector, Statistical Analysis.

INTRODUCTION

Knowledge management plays a pivotal role in enhancing service quality and promoting organizational creativity particularly within competitive sectors such as the hospitality industry. Organizations that effectively collect share and utilize knowledge can better meet customer expectations and foster innovation which are critical for maintaining a competitive edge. Studies have shown that knowledge management directly influences employee creativity by enabling the development and implementation of innovative ideas (Giustiniano et al. 2016). In addition, the incorporation of knowledge-sharing processes into supportive leadership and technology features improve the services that can help the employees provide the customer with the necessary quality experience throughout the process (Nguyen & Malik 2022). The integration of KMS and KM into context-specific business strategies have been established as the route towards long-term success and competitive advantage (Shahzad et al. 2016). This study explores the significant of KMSQ on organizational creativity in five-star hotel in Iraq since it seeks to establish how all these factors confluence to support service delivery excellence and creativity.

Significance and Objectives:

This research aims at filling this gap by carrying out a study to determine the impact of knowledge management in

improving service quality and encourage organizational creativity especially in the hospitality sector where competition is high and customer demands are dynamic. In ensuring that the study offers valuable insights into how effective knowledge management bring out organizational excellence the study targeted five-star hotels in Iraq. It also focuses on how knowledge can be used strategically in the delivery of services and the support of innovation and sustainable competitiveness. In addition the findings are expected to assist managers in establishing and the deployment of sound knowledge management frameworks suited to the dynamics of the Iraqi hospitality industry.

RESEARCH PROBLEM

The hospitality industry in Iraq particularly five-star hotels faces significant challenges in maintaining service quality and fostering organizational creativity amidst competitive pressures and rapidly changing customer needs. Despite the recognized importance of knowledge management as a strategic tool for addressing these challenges there is limited empirical evidence on its effectiveness in the Iraqi context. The lack of structured knowledge management practices may hinder hotels from achieving sustainable competitive advantages improving service delivery and fostering innovation. This research seeks to bridge this gap by investigating the interplay between knowledge management

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service quality and organizational creativity in five-star hotels in Iraq.

Main Research Question:

How does knowledge management impact service quality and organizational creativity in five-star hotels in Iraq?

Hypothesis:

This study hypothesizes that knowledge management significantly influences both service quality and organizational creativity in five-star hotels in Iraq.

Main Hypothesis:

- Knowledge management positively impacts service quality and organizational creativity in five-star hotels in Iraq.

Sub-Hypotheses:

1. Knowledge management practices enhance service quality by improving operational efficiency and customer satisfaction.
2. Knowledge management fosters organizational creativity by encouraging innovation and facilitating the sharing of ideas among employees.

LITERATURE REVIEW

Knowledge management KM issues are therefore important in the achievement of organizational performance improvement by improving on the quality of service delivery as well as encouraging innovation. Among its perceived benefits it has been acknowledged on its role in facilitating the ability of an organization to respond to volatile market environment and establish long-term competitive advantage (Giustiniano et al., 2016). Research has established that knowledge management is a way of enhancing innovation for the simple reason that it promotes interaction or sharing of ideas within an organization enhancing organizational creativity (Kareem et al. 2017). Besides, it enhances service quality because of decreased mistakes and because workers are capable of improving their service to customers' needs (Nguyen & Malik 2022). Knowledge management also requires good support from leaders of organizations and other stakeholders. In Al-Husseini (2024) underlined that it is top management that carries a significant burden of implementing CKS that is crucial for developing creativity among the employees. In the same vein, there is evidence that transformational leadership has emerged as the sole strategic enabler in supporting the application of knowledge management to enhance service quality and organizational readiness (Jayadih 2024). Taking knowledge management and combining it with the technological and organizational approaches reinforces the impact it has. According to Lin et al., (2023), knowledge sharing and practical interaction on service quality management promote organizational creativity and organizational operation efficiency. In support of this Shahzad et al. (2016) observed that well-defined knowledge management processes enhance the

organizational performance of knowledge resources that are applied in line with organizational goals.

Out of all industries, the knowledge management practices are best utilised in the hospitality industry. Yang et al. (2016) emphasized that organisational learning and constant and employees' innovation resulting from the efficiency of knowledge transfer mechanisms lead to the creation of new services and increase customer satisfaction. Further, knowledge management has been found to mediate between structural practices and services standards by enabling innovation and service delivery improvements (Riaz & Hassan 2019). In situations like the present COVID-19 pandemic, knowledge management was found most valuable in sustaining business operations and functional innovation. Suleiman and Abdel-Khair, (2021) showed knowledge management within the context of crises positively influenced organizational preparedness and ability to provide service. This is in consonance with the observation made by Garousi Mokhtarzadeh et al., (2022) where the authors highlighted managerial knowledge management characteristics required for entrepreneurial invention and performance. In the context of Iraq where the hospitality sector is still in the process of reconstructing and improving the service quality, knowing the connection between the knowledge management service, and the organization's creativity is important. This research contributes to extant literature by examining these dynamics in five-star hotels; however, it seeks to fill a research gap targeting Iraq in particular. It does so with a view of offering solution-oriented studies for the improvement of service quality and creativity in the hospitality sector.

Spatial and temporal limits:

The spatial scope of this study is confined to five-star hotels operating within Iraq as they represent a critical segment of the hospitality sector and serve as a suitable context for examining the impact of knowledge management on service quality and organizational creativity. These hotels were chosen for their significant role in driving innovation and maintaining high service standards in a competitive environment.

The temporal scope of the research spans from September 2024 to December 2024. This period was designated for conducting the study including data collection analysis and interpretation. It reflects the most recent developments and practices in the hospitality industry ensuring that the findings are timely and relevant to the current operational and managerial contexts of five-star hotels in Iraq.

METHODOLOGY

This study adopted a quantitative research methodology to investigate the impact of knowledge management on service quality and organizational creativity within the hotel industry. The research design was descriptive and correlational aiming

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to analyze the relationships between the independent variable (knowledge management) and the dependent variables (service quality and organizational creativity). Data were collected using a structured questionnaire designed to measure perceptions of employees regarding the effectiveness of knowledge management practices and their influence on the organizational outcomes under investigation. The study sample consisted of 198 respondents selected using a purposive sampling technique to ensure representation of employees from various levels within the hotel. The questionnaire included closed-ended items measured on a five-point Likert scale ranging from "strongly disagree" to "strongly agree" to capture the intensity of respondents' agreement with the statements. Data analysis was conducted using descriptive statistics to summarize the responses and inferential statistics to test the hypotheses. The analysis involved the use of regression models to determine the strength and direction of the relationships between the variables. The validity and reliability of the questionnaire were ensured through pilot testing and the calculation of Cronbach's alpha coefficients which confirmed the internal consistency of the instrument. The methodological approach ensured the collection of accurate and reliable data enabling the study to draw meaningful conclusions about the influence of knowledge management on service quality and organizational creativity.

population and sample:

The population of this study comprised employees working in hotels, with a focus on individuals directly involved in knowledge management processes and organizational operations that influence service quality and creativity. To ensure the research objectives were met, a purposive sampling technique was employed, targeting employees across various functional levels within the hotel to capture diverse perspectives on knowledge management practices. The final sample included 198 respondents, which was determined to be adequate for the study based on statistical considerations and the scope of the research:

$$n = \frac{N \cdot Z^2 \cdot p \cdot (1 - p)}{(E^2 \cdot (N - 1)) + (Z^2 \cdot p \cdot (1 - p))}$$

where n is the desired sample size N is the population size (399 in this case) Z is the value corresponding to the confidence level (e.g. 1.96 for a 95% confidence level) p is the expected success or response rate (if unknown 0.5 can be used to maximize the sample size) and E is the acceptable margin of error (e.g. 0.05 for a 5% margin of error). We calculate the sample size with a 95% confidence level a 5% margin of error and a 50% response rate: We find:

$$n = \frac{399 \cdot (1.96^2) \cdot 0.5 \cdot (1 - 0.5)}{(0.05^2 \cdot (399 - 1)) + (1.96^2 \cdot 0.5 \cdot (1 - 0.5))} = 196.19$$

200 questionnaires were distributed to ensure that the sample did not fall below the required limit and 198 were returned making the final sample size 198.

DISCUSSION AND RESULTS

1- Study tool:

The study utilized a structured questionnaire as the primary data collection tool, designed to align with the research objectives and hypotheses. The questionnaire consisted of multiple sections, each addressing a specific variable under investigation: knowledge management, service quality, and organizational creativity. It included a combination of closed-ended questions and Likert scale items to measure respondents' perceptions and experiences accurately. The tool was developed based on a comprehensive review of relevant literature to ensure its content validity. To further enhance reliability and accuracy, the questionnaire was pre-tested through a pilot study involving a subset of the target population. Feedback from the pilot study was used to refine the language, structure, and clarity of the questions. The final version of the questionnaire was distributed to 198 participants, ensuring systematic data collection that supported robust statistical analysis.

2- Validity and reliability of the questionnaire:

Table.1: Questionnaire reliability results

Reliability Statistics	
Cronbach's Alpha	N of Items
0.895	14

Source: Prepared by the researcher based on sample data and SPSS27 program

The reliability of the questionnaire as assessed by Cronbach's alpha yielded a value of 0.895. This indicates a high level of internal consistency among the 14 items within the instrument. Generally an alpha coefficient of 0.70 or above is considered acceptable and this result comfortably exceeds that threshold suggesting a strong reliability of the measurement scale. Thus the questionnaire exhibits robust coherence in assessing the construct it is intended to measure.

Table.2: Results of the internal consistency validity of the questionnaire

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.811
Bartlett's Test of Sphericity	Approx. Chi-Square	1662.901
	df	91
	Sig.	.000

Source: Prepared by the researcher based on sample data and SPSS27 program

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The validity of the questionnaire was evaluated using the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's test of sphericity. The KMO value was found to be .811 which is well above the acceptable threshold of 0.60 and indicates that the sample size is adequate for factor analysis implying that the data is suitable for underlying patterns to be detected. Furthermore Bartlett's test of sphericity yielded a highly significant chi-square value ($\chi^2 = 1662.901$ df = 91 p < .001). This significant result demonstrates that the correlation matrix is not an identity matrix indicating that there are significant relationships among the variables. Thus both the KMO and Bartlett's test results provide evidence for the validity of the questionnaire's construct and justify the use of subsequent analysis procedures.

3- Demographic information analysis

Table.3: Specifications of respondents by Age Department Experience Education

Age		
	N	%
18-25	38	19.2%
26-35	96	48.5%
36-45	31	15.7%
46-55	19	9.6%
56 and above	14	7.1%
Education Level		
	N	%
Bachelor's Degree	170	85.9%
Master's Degree	14	7.1%
PhD	14	7.1%
Position		
	N	%
Manager	97	49.0%
Assistant Manager	40	20.2%
Supervisor	61	30.8%
Years of Experience in the Hospitality Industry		
	N	%
Less than 1 years	30	15.2%
1-3 years	48	24.2%
4-6 years	120	60.6%

Source: Prepared by the researcher based on sample data and SPSS27 programme

The demographic characteristics of the respondents reveal a diverse group within the five-star hotel sector in Iraq. In terms of age the largest group (48.5%) was comprised of individuals between 26 and 35 years old followed by the 18-25 age group (19.2%). The 36-45 46-55 and 56 and above age groups constituted smaller portions of the sample with 15.7% 9.6% and 7.1% respectively. This suggests a notable presence of younger professionals which is beneficial for a sector that needs to adapt to contemporary trends and the increasing digital proficiency of employees and customers. In education level the majority of respondents (85.9%) held a Bachelor's degree with Master's and PhD degrees each accounting for 7.1% of the sample thus indicating a significant portion of the workforce has a foundational level of formal education but higher qualifications might need more investment to advance complex knowledge management initiatives. The distribution of positions indicates a broad range of hierarchical levels were represented in the survey with Managers accounting for 49.0% of the sample Assistant Managers accounting for 20.2% and Supervisors constituting 30.8% giving a comprehensive view of how knowledge is transferred and used in various levels. Finally in terms of experience in the hospitality industry the largest segment of the sample (60.6%) had 4-6 years of experience which suggests a workforce with substantial tenure in the field the 1-3 year group was 24.2% and those with less than one year of experience were 15.2% indicating there is a blend of newer and experienced staff. From a managerial perspective these demographic characteristics suggest a workforce where significant levels of formal education and sufficient experience in the field form a solid foundation for implementing knowledge management strategies. However there are some areas to focus on such as the lack of higher degrees which might require focused training to implement complex technical aspects of knowledge management. Furthermore an appropriate balance is present between employees with varying levels of managerial roles which is an advantage in getting different perspectives. Also management should consider strategies for capturing tacit knowledge from the experienced workforce while promoting the growth of less experienced employees as well as implementing advanced knowledge management systems that would cater to the existing demographics.

4- Descriptive Statistics and Graphical Analysis:

Table.4: Descriptive statistics for Knowledge Management

Paragraph	N	Mean	Std. Deviation	Results
Our hotel effectively captures and stores critical knowledge	198	4.1566	.72709	Agree
Knowledge sharing among employees is actively encouraged	198	4.2879	.59007	Strongly Agree
There are systems in place to ensure knowledge is updated regularly	198	4.0859	.71083	Agree
The management actively supports knowledge creation and innovation	198	4.4040	.76628	Strongly Agree
Employees are trained on how to utilize knowledge effectively in their roles	198	4.0758	.92858	Agree
Knowledge management processes enhance organizational performance	198	4.1263	.76684	Agree
Knowledge Management	198	4.1894	.47428	Agree

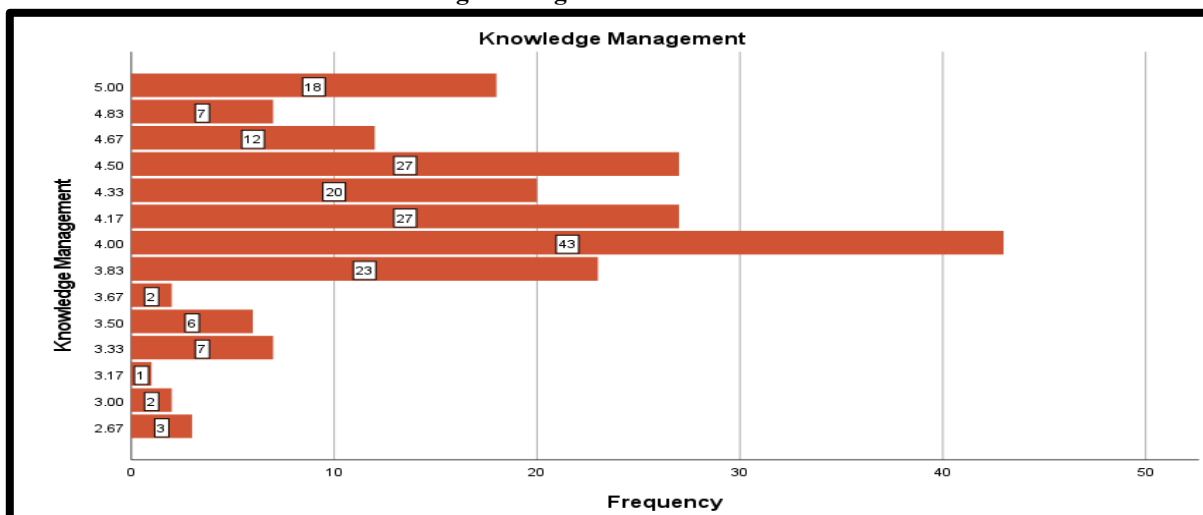
The mean score for knowledge management across all items is 4.1894 indicating a high level of agreement among respondents that knowledge management practices are effectively implemented in their hotels. The relatively low standard deviation of 0.47428 suggests consistency in the responses with minimal variation among participants' perceptions. This result reflects a strong organizational commitment to knowledge management processes which likely supports operational efficiency decision-making and employee performance. Such consistency highlights the organization's ability to standardize knowledge management practices across different departments fostering a unified approach to innovation and service delivery.

The highest-rated item is "The management actively supports knowledge creation and innovation" with a mean score of 4.4040 and a standard deviation of 0.76628. This strong agreement reflects the management's critical role in fostering an environment that prioritizes innovation and encourages

employees to contribute to knowledge-sharing initiatives. Active management support can lead to greater creativity better problem-solving and enhanced organizational performance.

Conversely the lowest-rated item is "Employees are trained on how to utilize knowledge effectively in their roles" with a mean score of 4.0758 and a standard deviation of 0.92858. While the agreement level is still relatively high the lower score and higher standard deviation indicate variability in respondents' perceptions of the effectiveness of training programs. This result suggests a potential area for improvement as inconsistent or insufficient training could hinder employees' ability to fully leverage knowledge management systems. Addressing this gap through targeted training initiatives can further enhance employees' capabilities and organizational performance.

Figure.1: The trend of the answers for Knowledge Management



Source: Prepared by the researcher based on sample data and SPSS27 program

Table.5: Descriptive statistics for Service Quality

Paragraph	N	Mean	Std. Deviation	Results
Knowledge management improves the quality of customer service	198	4.0354	.84527	Agree
Employees are better equipped to meet customer needs due to effective knowledge sharing	198	3.8788	1.06416	Agree
Knowledge management reduces errors and improves service delivery	198	3.9596	.99664	Agree
Customers recognize the impact of improved knowledge management on service quality	198	4.0657	.94559	Agree
Service Quality	198	3.9848	.77174	Agree

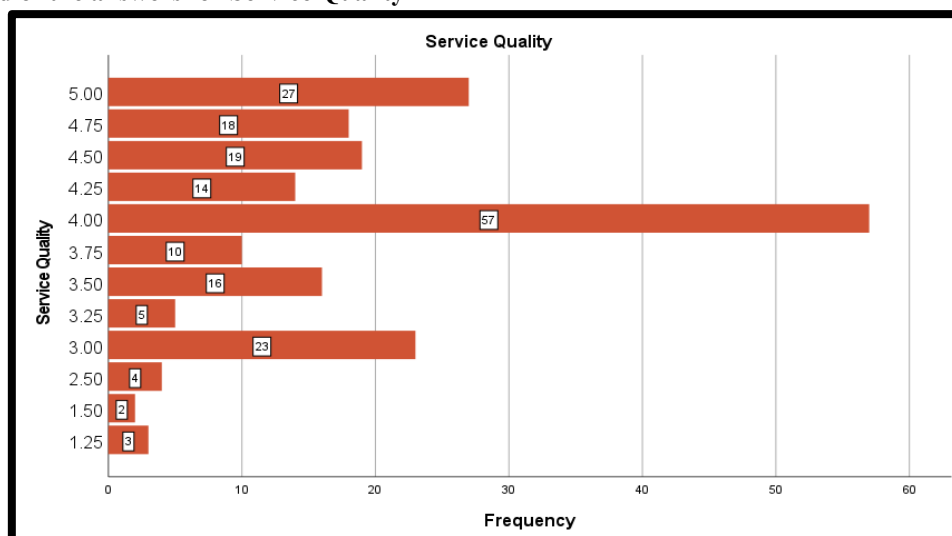
Source: Prepared by the researcher based on sample data and SPSS27 programmer

The mean score for service quality is 3.9848 indicating a high level of agreement among respondents that knowledge management practices positively influence service quality in their hotels. The standard deviation of 0.77174 suggests moderate consistency in responses with some variation in perceptions across participants. These findings imply that knowledge management is recognized as a valuable tool for enhancing service quality by improving customer interactions reducing errors and streamlining service delivery. However the moderate variation in responses may point to differences in the implementation or effectiveness of knowledge management practices across various hotel departments. Addressing these inconsistencies can help standardize service quality improvements throughout the organization.

The highest-rated item is "Customers recognize the impact of improved knowledge management on service quality" with a mean score of 4.0657 and a standard deviation of 0.94559. This strong agreement reflects the tangible benefits of knowledge management as perceived by customers

demonstrating its effectiveness in creating a noticeable improvement in service delivery. These results suggest that hotels successfully implement knowledge management practices in ways that directly enhance customer satisfaction a critical factor in maintaining competitiveness in the hospitality industry. The lowest-rated item is "Employees are better equipped to meet customer needs due to effective knowledge sharing" with a mean score of 3.8788 and a standard deviation of 1.06416. While the agreement level is still relatively high the lower mean and higher standard deviation indicate variability in respondents' views on the adequacy of knowledge sharing to equip employees. This result highlights a potential gap in the effectiveness or consistency of knowledge-sharing practices. Enhancing communication channels and creating more structured knowledge-sharing frameworks could address this issue ensuring that employees are uniformly prepared to meet customer needs efficiently.

Figure.2: The trend of the answers for Service Quality



Source: Prepared by the researcher based on sample data and SPSS27 programmer

Table.6: Descriptive statistics for Organizational Creativity

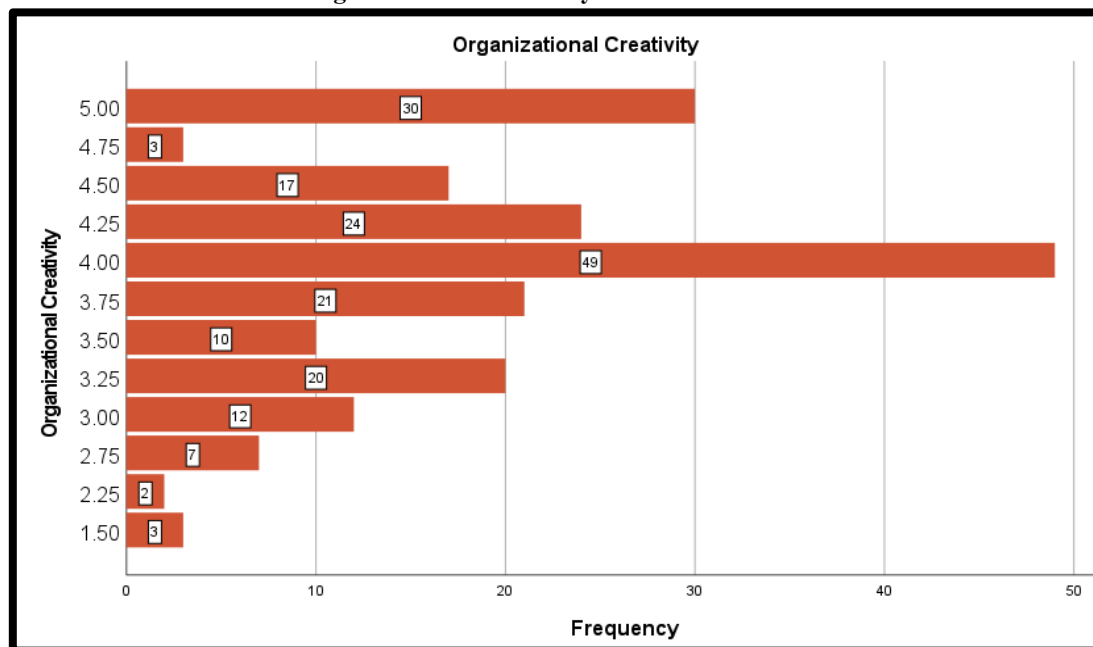
Paragraph	N	Mean	Std. Deviation	Results
Knowledge management fosters innovation within the organization	198	3.9242	1.01227	Agree
Employees are encouraged to think creatively and propose new ideas	198	3.9848	.89826	Agree
The hotel regularly introduces creative solutions to improve operations	198	3.9091	.89659	Agree
Knowledge sharing contributes to generating new and innovative ideas	198	3.9747	.77024	Agree
Organizational Creativity	198	3.9482	.71169	Agree

Source: Prepared by the researcher based on sample data and SPSS27 programmer

The mean score for organizational creativity is 3.9482 indicating a high level of agreement among respondents that knowledge management positively influences creativity within the organization. The standard deviation of 0.71169 reflects moderate consistency in responses suggesting that while most participants perceive a positive impact of knowledge management on creativity there are some differences in individual experiences. These findings highlight the effectiveness of knowledge management in

fostering an environment where innovative ideas and creative solutions are encouraged and implemented. However the moderate variability suggests that the level of creativity fostered through knowledge management might not be uniformly experienced across all departments or employee groups. Addressing these discrepancies can ensure a more consistent enhancement of organizational creativity.

Figure.3: The trend of the answers for Organizational Creativity



Source: Prepared by the researcher based on sample data and SPSS27 programmer

5- Hypothesis testing:

Table.7: Results of testing the hypothesis 1

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	F-Statistics (sig)
1	.570 ^a	.325	.322	.63564	1.846	94.3 (000)
a. Predictors: (Constant) Knowledge Management						
b. Dependent Variable: Service Quality						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.098	.403		.244	.807
	Knowledge Management	.928	.095	.570	9.715	.000
a. Dependent Variable: Service Quality						

The results of testing the first sub-hypothesis indicate a significant positive impact of knowledge management on service quality. The model's R value of 0.570 reflects a moderate positive correlation between the two variables. The R Square value of 0.325 indicates that knowledge management explains 32.5% of the variation in service quality. While this suggests that knowledge management is a key factor influencing service quality other factors not included in the model may account for the remaining variance.

The Adjusted R Square of 0.322 further validates the model's reliability accounting for the degree of freedom adjustments. The standard error of the estimate (0.63564) indicates the average deviation of observed values from the regression line reflecting a reasonable fit for the model. The F-statistic value of 94.3 with a significance level of 0.000 confirms that the model is statistically significant and that knowledge management has a meaningful impact on service quality. The Durbin-Watson statistic of 1.846 suggests no significant

autocorrelation in the residuals supporting the validity of the regression results.

The coefficients table further reinforces these findings. The unstandardized coefficient (B) for knowledge management is 0.928 indicating that for every unit increase in knowledge management service quality improves by 0.928 units. The standardized beta coefficient of 0.570 shows a strong positive effect of knowledge management on service quality. The t-value of 9.715 with a significance level of 0.000 highlights that this relationship is statistically significant and unlikely to have occurred by chance. These results underline the critical role of knowledge management in enhancing service quality. By effectively managing knowledge organizations can improve operational processes reduce errors and empower employees to meet customer expectations more effectively. This finding emphasizes the need for strategic investments in knowledge management systems to achieve sustained improvements in service quality.

Table.8: Results of testing the hypothesis 2.

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	F-Statistics (sig)
2	.636 ^a	.405	.402	.55039	1.837	133.3 (000)
a. Predictors: (Constant) Knowledge Management						
b. Dependent Variable: Organizational Creativity						

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Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
2	(Constant)	-.052	.349		-.150	.881
	Knowledge Management	.955	.083	.636	11.550	.000

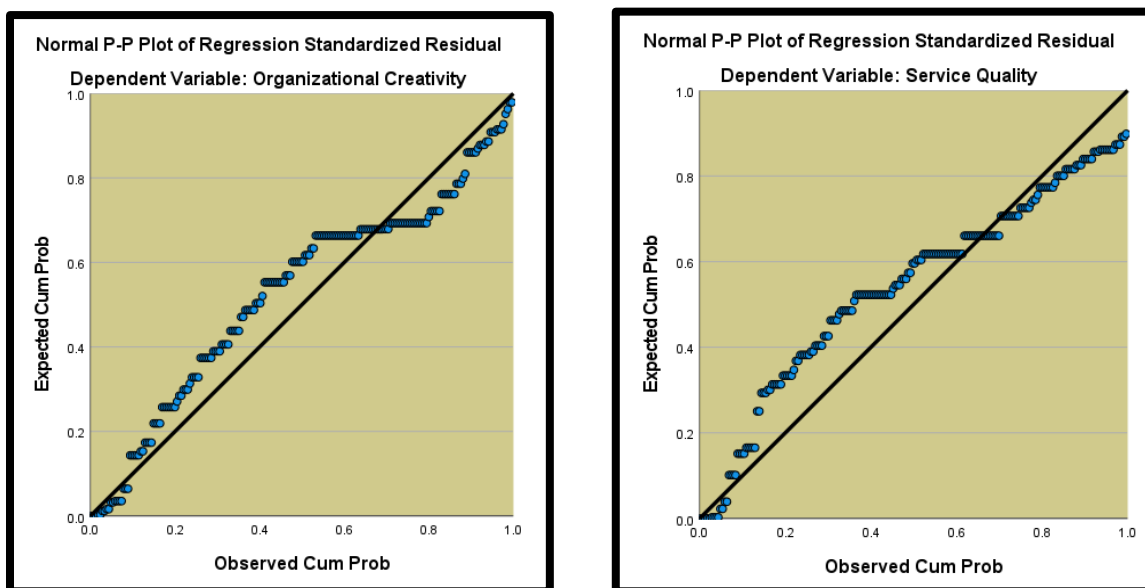
a. Dependent Variable: Organizational Creativity

Source: Prepared by the researcher based on sample data and SPSS27 program

The results of testing the second sub-hypothesis indicate a significant positive impact of knowledge management on organizational creativity. The R value of 0.636 reflects a strong positive correlation between knowledge management and organizational creativity. The R Square value of 0.405 indicates that knowledge management accounts for 40.5% of the variation in organizational creativity which is a substantial contribution. The Adjusted R Square of 0.402 which adjusts for the number of predictors in the model confirms the robustness of these results. The standard error of the estimate (0.55039) reflects the average deviation of observed values from the predicted values suggesting a good fit for the model. The F-statistic value of 133.3 with a significance level of 0.000 demonstrates the statistical significance of the model confirming that knowledge management has a meaningful impact on organizational creativity. The Durbin-Watson statistic of 1.837 indicates no significant autocorrelation in the residuals further validating the reliability of the model.

The coefficients provide more detailed insights into this relationship. The unstandardized coefficient (B) for knowledge management is 0.955 indicating that a one-unit increase in knowledge management leads to a 0.955-unit improvement in organizational creativity. The standardized beta coefficient of 0.636 reveals a strong and direct impact of knowledge management on organizational creativity. The t-value of 11.550 coupled with a significance level of 0.000 confirms that this effect is statistically significant and unlikely to be due to chance. These results underscore the critical role of knowledge management in fostering organizational creativity. By effectively capturing sharing and utilizing knowledge organizations can create an environment that promotes innovative thinking and creative problem-solving. This finding highlights the importance of embedding knowledge management practices into organizational strategies to enhance creativity and sustain a competitive edge in the hospitality industry.

Figure.4: Model Fit



Source: Prepared by the researcher based on sample data and SPSS27 program

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The Normal P-P plots in Figure 4 provide a graphical method to assess the goodness of fit for the regression models. Each plot compares the cumulative probabilities of observed residuals with the expected cumulative probabilities if the residuals were normally distributed.

1. Organizational Creativity (Left Panel): The plot demonstrates that most of the observed data points align closely with the diagonal line indicating that the standardized residuals follow a normal distribution. This alignment supports the assumption of normality a key requirement for the validity of linear regression models. Minor deviations at the extremes are normal and do not significantly affect the model's validity.

2. Service Quality (Right Panel): Similarly the plot for service quality shows a strong alignment of residuals with the diagonal line reinforcing the normality of residuals in this model. This finding confirms that the model's predictions are reliable and that the assumption of normality holds true for the dependent variable of service quality.

Both plots highlight that the regression models are well-fitted and meet the assumption of residual normality indicating that the results and interpretations derived from the models are statistically sound and credible.

CONCLUSIONS AND RECOMMENDATIONS:

This study aimed to address the critical role of knowledge management in enhancing both service quality and organizational creativity within the hospitality sector. The research problem centered on the insufficient understanding of how knowledge management practices contribute to these organizational outcomes. The objectives were to explore the relationship between knowledge management service quality and organizational creativity and to assess the extent to which these practices improve organizational performance. To achieve these goals the study adopted a quantitative approach employing descriptive and inferential statistical methods to analyze data collected from a sample of 198 respondents within the hotel industry.

The findings confirmed the significant impact of knowledge management on both service quality and organizational creativity. Statistical analysis demonstrated that effective knowledge management practices including knowledge sharing updating systems and management support lead to enhanced service delivery reduced errors and increased customer satisfaction. Furthermore knowledge management fosters an environment of innovation by encouraging employees to think creatively and develop new solutions ultimately driving organizational creativity.

Based on these findings the following recommendations are proposed:

1. Strengthening Knowledge Sharing Mechanisms: Organizations should implement advanced knowledge-sharing platforms and reward systems to encourage

employees to actively share their expertise and insights. This can enhance both service quality and creative outputs.

2. Regular Knowledge Updates: Establishing robust mechanisms to update and refine organizational knowledge will ensure the relevance and accuracy of information improving operational efficiency and decision-making.

3. Leadership Support: Management should actively promote a culture of innovation by supporting knowledge creation initiatives and providing resources for creative projects. This can be achieved through leadership training and dedicated innovation programs.

4. Training Programs: Regular training sessions should be conducted to equip employees with the skills necessary to utilize organizational knowledge effectively thereby improving both customer service and internal processes.

5. Integration of Knowledge Management Systems: Hotels should invest in comprehensive knowledge management systems that facilitate seamless information sharing across departments enabling employees to respond more effectively to customer needs.

6. Continuous Monitoring and Evaluation: Regularly assess the impact of knowledge management practices on service quality and creativity to identify areas for improvement and ensure alignment with organizational goals. By addressing the research problem and achieving its objectives this study contributes to the understanding of knowledge management's strategic importance. Implementing the proposed recommendations will help organizations maximize their potential improve performance and gain a competitive edge in the dynamic hospitality industry.

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