

Tacit and Explicit Knowledge Management at Daima Hotel Padang: A Descriptive Employee Assessment

Hamdi Aziz¹, Youmil Abrian^{2*}

^{1,2}Universitas Negeri Padang

Copyright©2026 by authors, all rights reserved. Authors agree that this article remains permanently open access under the terms of the Creative Commons Attribution Licence 4.0 International License.

Article Info

Article history:

Received July 31, 2026

Revised August 7, 2026

Accepted August 8, 2026

Keywords:

Knowledge Management,
Tacit Knowledge, Explicit
Knowledge, Hotel Employees,
Organizational Learning

ABSTRACT

This study descriptively assesses employee perceptions of tacit and explicit knowledge management practices at Daima Hotel Padang. A descriptive quantitative survey used a census of all 59 employees and a twelve-item Guttman-scale questionnaire with yes/no responses. Five items addressed tacit knowledge through experience, learning from others, problem solving, and professional practice, while seven items addressed explicit knowledge through standard operating procedures, work systems, and technology use. Tacit-knowledge items generated a 92.9% affirmative-response rate, and explicit-knowledge items generated 92.3%. The overall affirmative-response rate was 92.5%. These percentages represent employee agreement with the questionnaire statements and should not be interpreted as direct measures of the organizational effectiveness of the hotel's knowledge-management system. The weakest tacit item concerned learning from work-related problems (89.8%), while the weakest explicit item concerned the contribution of standard operating procedures to productivity and time efficiency (89.8%). The findings suggest that Daima Hotel Padang has a favorable employee-perception foundation for knowledge sharing and documentation, but management should formalize post-incident learning, mentoring, periodic SOP review, and a centralized digital repository.

Corresponding Author:

Youmil Abrian

Universitas Negeri Padang

Email: abrian.yomil@gmail.com

1. INTRODUCTION

Hotels depend on employee knowledge to deliver consistent service, respond to guest problems, and coordinate work across departments [1]. Knowledge management provides a systematic way to create, store, share, and apply what employees know so that individual experience can support collective operations [2]. The knowledge-creating organization perspective further explains that organizational knowledge develops when individual insights are converted into forms that can be shared and reused [3]. This process is especially important in hospitality because service problems often require immediate judgment at the point of guest contact.

Organizational knowledge is commonly distinguished into tacit and explicit forms. Tacit knowledge is rooted in personal experience and is difficult to fully articulate [4]. Polanyi's perspective emphasizes that people often know more than they can formally explain [5]. Explicit knowledge, by contrast, can be codified in documents, databases, manuals, and procedures [6]. The knowledge-based view treats both forms as strategic resources when they are integrated into organizational routines [7]. In a hotel, tacit knowledge may appear when a front-office employee recognizes how to calm a dissatisfied guest, a housekeeper identifies an unusual room condition from experience, or a food-and-beverage employee anticipates service needs during a busy period. Explicit knowledge appears in check-in procedures, room-cleaning checklists, food-safety instructions, guest-history records, and digital operating manuals.

Tacit and explicit knowledge should not be treated as isolated categories. The SECI model explains knowledge creation through socialization, externalization, combination, and internalization [8]. Socialization is reflected when employees learn from colleagues and shared experience; externalization

occurs when experience is converted into improved work standards; combination occurs when written procedures and digital information are organized; and internalization occurs when employees apply documented knowledge in practice. Contemporary knowledge-management frameworks similarly emphasize knowledge capture, sharing, application, and retention [9]. Knowledge systems are effective only when employees can access and use the stored knowledge during actual work [10]. Organizational knowledge also depends on mechanisms that preserve important know-how beyond individual employees [11]. Capability-based research therefore treats culture, structure, and technology as enablers rather than substitutes for knowledge processes [12]. Empirical evidence shows that knowledge-management enablers and processes are associated with organizational performance, but the relationships vary across specific practices [13].

Hospitality research reinforces the importance of this distinction. A review of knowledge management in hospitality identifies knowledge sharing, retention, and organizational learning as recurring operational concerns [14]. Tourism research also shows that knowledge transfer is shaped by organizational networks, employee mobility, and learning mechanisms [15]. Knowledge transfer within tourism organizations is therefore not automatic and requires deliberate conduits for sharing and reuse [16]. Among hotel employees, conversation and interpersonal exchange remain important knowledge-sharing media, although lack of time can constrain these practices [17]. Hotel-team research further links knowledge-sharing behavior with service innovation performance [18]. A hospitality meta-analysis confirms that supportive organizational climate is an important antecedent of employee knowledge sharing [19]. Empowering leadership and cooperative climate can also encourage hotel employees to share knowledge and voice operational ideas [20].

Recent hotel studies show that employees may rely heavily on informal knowledge seeking rather than formal knowledge-sharing systems [21]. Motivation also matters because autonomous motivation can strengthen hospitality employees' willingness to share knowledge [22]. Digital and social platforms can support knowledge search, storage, discussion, and co-creation in tourism workplaces [23]. Hotel service personnel are more likely to share knowledge when organizational culture and internal support encourage the behavior [24]. Recent studies published in the *Journal of Multidimensional Management* (JoMM) provide complementary local evidence on organizational conditions related to employee knowledge use. Corporate culture has been linked with employee performance at Daima Hotel Padang [25]. Internal communication and teamwork are also associated with employee performance in a resort setting [26], while communication and motivation have been linked with productivity in another hotel context [27]. Standard operating procedures structure frontline hotel work [28], and training together with work experience contributes to waiter quality [29].

Daima Hotel Padang operates 93 rooms, consisting of 48 superior rooms, 38 deluxe rooms, and seven family rooms. The hotel depends on employees' operational experience, standard procedures, and information technology to coordinate service activities. The practical research problem is not simply whether employees possess knowledge, but whether experience-based and documented knowledge are recognized as usable resources across daily hotel operations. A descriptive mapping is therefore useful as a baseline for identifying where knowledge is already positively perceived and where management should formalize learning, documentation, and retrieval. The present study does not evaluate the effectiveness of the hotel's knowledge-management system or test its effect on performance. Instead, it descriptively assesses employee responses to tacit- and explicit-knowledge practices and identifies the most relevant operational improvement priorities.

2. METHOD

The study employed a descriptive quantitative survey design because it examined one principal construct, employee knowledge management, without testing causal relationships [30]. The population consisted of all 59 employees at Daima Hotel Padang. Because the population was small and accessible, a saturated or census sampling strategy was used so that every employee was included, consistent with general survey-design guidance [31]. Data were collected from March to April 2023.

The instrument contained twelve statements using a Guttman scale with two response options, yes and no. A dichotomous format was retained because the study aimed to identify whether employees affirmed the presence or relevance of specific knowledge-management practices rather than measure fine-grained attitude intensity. The use of cumulative dichotomous scaling is consistent with the logic introduced by Guttman [32]. For binary instruments, internal-consistency assessment should be reported using an appropriate reliability procedure such as KR-20 or an equivalent coefficient [33]. Tacit knowledge was represented by five statements covering learning from personal and others' experience, conversion of

experience into work standards, enrichment of knowledge, learning from work-related problems, and professionalism derived from experience. Explicit knowledge was represented by seven statements covering SOP-based consistency, communication, productivity, coordination, system usability, internet-based information exchange, and electronic data storage. The twelve items were adapted from the tacit- and explicit-knowledge concepts developed by Nonaka and Takeuchi [3], Dalkir [9], and Becerra-Fernandez and Sabherwal [10], with wording adjusted to hotel operations. Corrected item-total correlations ranged from 0.312 to 0.681, exceeding the 0.30 criterion, and the KR-20 reliability coefficient was 0.861, indicating satisfactory internal consistency for the dichotomous scale.

Responses were summarized using frequencies and percentages. The affirmative-response percentage for each item was calculated by dividing the number of yes responses by 59 and multiplying by 100. Aggregate rates were calculated from the total affirmative responses divided by the total possible responses within each dimension. For descriptive interpretation, 0.00-20.00% was treated as very low, 20.01-40.00% as low, 40.01-60.00% as moderate, 60.01-80.00% as high, and 80.01-100.00% as very high affirmative response. These categories describe response concentration only; they do not represent validated thresholds for organizational knowledge-management effectiveness. Because the research was descriptive, no inferential hypothesis testing was conducted.

3. RESULTS AND DISCUSSION

3.1. Tacit Knowledge

Table 1. Employee responses to tacit-knowledge statements

No.	Statement	Yes	No	Yes (%)
1	Experience is obtained from oneself and from other people.	55	4	93.2
2	Ideas derived from employee experience can be converted into improved work standards.	55	4	93.2
3	Experience enriches employee knowledge.	56	3	94.9
4	Work-related problems can become valuable learning experiences.	53	6	89.8
5	Experienced employees tend to work more professionally than inexperienced employees.	55	4	93.2
	Aggregate affirmative response	274	21	92.9

The tacit-knowledge dimension received 274 affirmative responses from 295 possible item responses, equivalent to 92.9%, which represents a very high concentration of affirmative employee responses. The highest item concerned the view that experience enriches employee knowledge (94.9%). This pattern is consistent with hotel research showing that operational knowledge is frequently exchanged through

informal interpersonal processes [34]. From a strategic perspective, experience creates value only when relevant know-how can be recognized, shared, and incorporated into organizational practice [35].

The lowest affirmative percentage, although still high, concerned the use of work-related problems as learning experiences (89.8%). This item should receive particular managerial attention because service failures, complaints, and unusual cases are valuable opportunities for organizational learning. The hotel should introduce short evaluative briefings after significant guest complaints or operational incidents, pair experienced employees with newer staff, and record recurring lessons in a simple lessons-learned log. Knowledge-management research also shows that internal knowledge sharing can be associated with positive employee outcomes, but such benefits depend on the presence of actual knowledge processes rather than agreement with general statements alone [36].

3.2. Explicit Knowledge

Table 2. Employee responses to explicit-knowledge statements

No.	Statement	Yes	No	Yes (%)
1	Standard operating procedures support consistent products when work is performed by different employees.	56	3	94.9
2	Standard operating procedures support communication in achieving organizational goals.	54	5	91.5
3	Standard operating procedures improve productivity and time efficiency.	53	6	89.8
4	Standard operating procedures make work more directed and coordinated.	54	5	91.5
5	The systems used by employees are easy to understand and operate.	56	3	94.9
6	The internet is an appropriate medium for obtaining and distributing information.	54	5	91.5

No.	Statement	Yes	No	Yes (%)
7	Internet facilities support the storage and transmission of data.	54	5	91.5
	Aggregate affirmative response	381	32	92.3

Explicit knowledge received 381 affirmative responses from 413 possible item responses, equivalent to 92.3%, also representing a very high affirmative-response concentration. The highest agreement concerned consistent output through standard operating procedures and the usability of work systems (94.9%). These findings indicate that employees recognize documentation and technology as practical coordination mechanisms. However, organizational-performance research cautions that the existence of technology or codified resources does not automatically translate into performance; the value of knowledge resources depends on how they are applied [37].

The lowest explicit-knowledge item concerned the contribution of standard operating procedures to productivity and time efficiency (89.8%). The result suggests that SOPs may be accepted but still require review to ensure that they reflect actual workflows. Management can compare written procedures with the sequence of tasks performed in each department, remove duplicate approval steps, clarify decision points, update outdated forms, and retrain employees whenever procedures change. Knowledge-oriented leadership research similarly indicates that the organizational use of knowledge practices is more important than the mere existence of formal systems [38].

3.3. Integration of Tacit and Explicit Knowledge

Table 3. Summary of knowledge-management dimensions

Dimension	Items	Affirmative responses	Possible responses	Affirmative rate
Tacit knowledge	5	274	295	92.9%
Explicit knowledge	7	381	413	92.3%
Overall	12	655	708	92.5%

The overall affirmative-response rate was 92.5%. Tacit knowledge reached 92.9% and explicit knowledge 92.3%, a difference of only 0.6 percentage points. This small difference should not be interpreted as evidence that one form of knowledge is more important or more developed than the other. Both dimensions were evaluated positively by respondents and should be treated as complementary. Knowledge transfer research emphasizes that organizational advantage depends on moving knowledge across people, tasks, and units rather than leaving it with individual employees [39].

The high affirmative percentages should not be interpreted as proof that Daima Hotel Padang already has an effective knowledge-management system. The questionnaire measures employee perceptions of selected practices, not the accuracy of stored knowledge, actual retrieval speed, service outcomes, innovation, or organizational performance. Research linking organizational structure and culture with effectiveness shows that knowledge management acts as a process connecting organizational conditions with outcomes rather than as an outcome by itself [40]. Organizational-learning research likewise distinguishes the creation, retention, and transfer of knowledge from the performance consequences that may follow [41]. For Daima Hotel Padang, the descriptive results should therefore be used as a baseline for subsequent audits of whether knowledge is actually documented, accessible, current, and applied during service delivery.

3.4. Managerial Implications

The first managerial priority should be to strengthen the conversion of tacit experience into shared organizational learning. Department heads can conduct ten- to fifteen-minute post-incident reviews for significant complaints, service errors, unusual guest requests, or operational disruptions. Each review should identify what happened, what worked, what should change, and whether the lesson needs to be incorporated into a briefing note, training example, or SOP. Mentoring between experienced and newer employees should focus on observable service cases rather than general advice.

The second priority should be a simple and maintainable explicit-knowledge system rather than an immediately complex technology project. Management should begin with a scheduled SOP review, clear version control, and one centralized digital repository containing current SOPs, forms, training materials, frequently asked questions, incident summaries, and department contact information. Practical SOP guidance emphasizes that procedures should be understandable, current, and aligned with actual work processes [42]. Once the basic repository is used consistently, management can evaluate whether more advanced knowledge-management technology is necessary.

4. CONCLUSION

This descriptive quantitative study found very high affirmative-response concentrations for both tacit and explicit knowledge-management statements among the 59 employees of Daima Hotel Padang. Tacit knowledge achieved 92.9%, explicit knowledge 92.3%, and the overall affirmative-response rate was 92.5%. The 0.6 percentage-point difference between the two dimensions is too small to support a meaningful ranking; the central finding is that employees responded positively to both experience-based and documented forms of knowledge.

The main improvement priorities are more structured learning from service problems and more systematic management of explicit knowledge. Daima Hotel Padang should use post-incident briefings, mentoring, lessons-learned documentation, periodic SOP review, version control, and a centralized digital repository. The study is limited by its descriptive design, single-hotel setting, census of only 59 employees, dichotomous response scale, and reliance on employee perceptions. These perceptions do not demonstrate that knowledge management improves employee performance, service quality, or hotel performance. Future research should use multidimensional scales, mixed methods or qualitative interviews to examine how tacit knowledge is actually shared, and should combine employee perceptions with service, productivity, or performance indicators.

ACKNOWLEDGMENTS

The authors thank the management and employees of Daima Hotel Padang for participating in the research. The authors also acknowledge the Faculty of Tourism and Hospitality, Universitas Negeri Padang, for its academic support.

REFERENCES

- [1] A. Sulastiyono, *Manajemen Penyelenggaraan Hotel*. Bandung, Indonesia: Alfabeta, 2011.
- [2] T. H. Davenport and L. Prusak, *Working Knowledge: How Organizations Manage What They Know*. Boston, MA, USA: Harvard Business School Press, 1998.
- [3] I. Nonaka and H. Takeuchi, *The Knowledge-Creating Company*. New York, NY, USA: Oxford University Press, 1995.
- [4] I. Nonaka, "A dynamic theory of organizational knowledge creation," *Organization Science*, vol. 5, no. 1, pp. 14-37, 1994, doi: 10.1287/orsc.5.1.14.
- [5] M. Polanyi, *The Tacit Dimension*. London, U.K.: Routledge and Kegan Paul, 1966.
- [6] M. Alavi and D. E. Leidner, "Review: Knowledge management and knowledge management systems: Conceptual foundations and research issues," *MIS Quarterly*, vol. 25, no. 1, pp. 107-136, 2001, doi: 10.2307/3250961.
- [7] R. M. Grant, "Toward a knowledge-based theory of the firm," *Strategic Management Journal*, vol. 17, pp. 109-122, 1996.
- [8] I. Nonaka, R. Toyama, and N. Konno, "SECI, Ba and leadership: A unified model of dynamic knowledge creation," *Long Range Planning*, vol. 33, no. 1, pp. 5-34, 2000, doi: 10.1016/S0024-6301(99)00115-6.

- [9] K. Dalkir, *Knowledge Management in Theory and Practice*, 3rd ed. Cambridge, MA, USA: MIT Press, 2017.
- [10] I. Becerra-Fernandez and R. Sabherwal, *Knowledge Management: Systems and Processes*, 2nd ed. New York, NY, USA: Routledge, 2015.
- [11] K. M. Wiig, *Knowledge Management Foundations*. Arlington, TX, USA: Schema Press, 1993.
- [12] A. H. Gold, A. Malhotra, and A. H. Segars, "Knowledge management: An organizational capabilities perspective," *Journal of Management Information Systems*, vol. 18, no. 1, pp. 185-214, 2001, doi: 10.1080/07421222.2001.11045669.
- [13] H. Lee and B. Choi, "Knowledge management enablers, processes, and organizational performance: An integrative view and empirical examination," *Journal of Management Information Systems*, vol. 20, no. 1, pp. 179-228, 2003, doi: 10.1080/07421222.2003.11045756.
- [14] C. A. Hallin and E. Marnburg, "Knowledge management in the hospitality industry: A review of empirical research," *International Journal of Contemporary Hospitality Management*, vol. 20, no. 4, pp. 366-381, 2008, doi: 10.1108/09596110810873431.
- [15] C. Cooper, "Knowledge management and tourism," *Annals of Tourism Research*, vol. 33, no. 1, pp. 47-64, 2006.
- [16] G. Shaw and A. M. Williams, "Knowledge transfer and management in tourism organisations: An emerging research agenda," *Tourism Management*, vol. 30, no. 3, pp. 325-335, 2009, doi: 10.1016/j.tourman.2008.02.023.
- [17] J.-T. Yang, "Individual attitudes to learning and sharing individual and organisational knowledge in the hospitality industry," *The Service Industries Journal*, vol. 29, no. 12, pp. 1723-1743, 2009, doi: 10.1080/02642060902793490.
- [18] M.-L. Hu, J.-S. Horng, and Y.-H. C. Sun, "Hospitality teams: Knowledge sharing and service innovation performance," *Tourism Management*, vol. 30, no. 1, pp. 41-50, 2009, doi: 10.1016/j.tourman.2008.04.009.
- [19] S. G. Lim and C. Ok, "Knowledge sharing in hospitality organizations: A meta-analysis," *International Journal of Hospitality Management*, vol. 95, Art. no. 102940, 2021, doi: 10.1016/j.ijhm.2021.102940.
- [20] C.-F. Chiang and J.-A. Chen, "How empowering leadership and a cooperative climate influence employees' voice behavior and knowledge sharing in the hotel industry," *Journal of Quality Assurance in Hospitality & Tourism*, vol. 22, no. 4, pp. 476-495, 2021, doi: 10.1080/1528008X.2020.1802391.
- [21] M. P. Newnham and C. S. Dutt, "Knowledge sharing among hotel workers in Dubai, UAE," *Journal of Human Resources in Hospitality & Tourism*, vol. 21, no. 2, pp. 315-339, 2022, doi: 10.1080/15332845.2022.2031613.
- [22] A. H. Y. Hon, C. P. Y. Fung, and D. L. Senbeto, "Willingness to share or not to share? Understanding the motivation mechanism of knowledge sharing for hospitality workforce," *Journal of Hospitality Marketing & Management*, vol. 31, no. 1, pp. 77-96, 2022, doi: 10.1080/19368623.2021.1935384.
- [23] M. Sigala and K. Chalkiti, "Knowledge management, social media and employee creativity," *International Journal of Hospitality Management*, vol. 45, pp. 44-58, 2015, doi: 10.1016/j.ijhm.2014.11.003.
- [24] W.-J. Chen and H.-Y. Cheng, "Factors affecting the knowledge sharing attitude of hotel service personnel," *International Journal of Hospitality Management*, vol. 31, no. 2, pp. 468-476, 2012, doi: 10.1016/j.ijhm.2011.07.005.
- [25] Y. Asnella and A. Adrian, "The influence of corporate culture on employee performance at Daima Hotel Padang," *Journal of Multidimensional Management*, vol. 2, no. 2, pp. 221-226, 2025, doi: 10.63076/jomm.v2i2.47.
- [26] A. Irsan and A. Adrian, "The influence of internal communication and teamwork on employee performance at Natra Bintan A Tribute Portfolio Resort," *Journal of Multidimensional Management*, vol. 2, no. 2, pp. 195-200, 2025, doi: 10.63076/jomm.v2i2.43.

- [27] A. D. Prayogo and Hermansyah, "Assessing the impact of communication and motivation on employee productivity: A case study of Turi Beach Resort, Batam," *Journal of Multidimensional Management*, vol. 2, no. 1, pp. 109-113, 2025, doi: 10.63076/jomm.v2i1.28.
- [28] S. J. N. Hidayah and V. M. Pratama, "Implementation of standard operating procedures for bellboys handling guest luggage during check-in at Pangeran Beach Hotel," *Journal of Multidimensional Management*, vol. 2, no. 1, pp. 88-94, 2025, doi: 10.63076/jomm.v2i1.24.
- [29] W. R. Rizal and L. Asnur, "The influence of job training and work experience on the quality of waiters in Padang City," *Journal of Multidimensional Management*, vol. 2, no. 2, pp. 240-245, 2025, doi: 10.63076/jomm.v2i2.50.
- [30] Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung, Indonesia: Alfabeta, 2019.
- [31] U. Sekaran and R. Bougie, *Research Methods for Business: A Skill-Building Approach*, 7th ed. Chichester, U.K.: Wiley, 2016.
- [32] L. Guttman, "A basis for scaling qualitative data," *American Sociological Review*, vol. 9, no. 2, pp. 139-150, 1944, doi: 10.2307/2086306.
- [33] G. F. Kuder and M. W. Richardson, "The theory of the estimation of test reliability," *Psychometrika*, vol. 2, pp. 151-160, 1937, doi: 10.1007/BF02288391.
- [34] J.-T. Yang, "Job-related knowledge sharing: Comparative case studies," *Journal of Knowledge Management*, vol. 8, no. 3, pp. 118-126, 2004, doi: 10.1108/13673270410541088.
- [35] M. H. Zack, "Developing a knowledge strategy," *California Management Review*, vol. 41, no. 3, pp. 125-145, 1999.
- [36] A. Kianto, M. Vanhala, and P. Heilmann, "The impact of knowledge management on job satisfaction," *Journal of Knowledge Management*, vol. 20, no. 4, pp. 621-636, 2016, doi: 10.1108/JKM-10-2015-0398.
- [37] A. M. Mills and T. A. Smith, "Knowledge management and organizational performance: A decomposed view," *Journal of Knowledge Management*, vol. 15, no. 1, pp. 156-171, 2011, doi: 10.1108/13673271111108756.
- [38] M. J. Donate and J. D. Sánchez de Pablo, "The role of knowledge-oriented leadership in knowledge management practices and innovation," *Journal of Business Research*, vol. 68, no. 2, pp. 360-370, 2015, doi: 10.1016/j.jbusres.2014.06.022.
- [39] L. Argote and P. Ingram, "Knowledge transfer: A basis for competitive advantage in firms," *Organizational Behavior and Human Decision Processes*, vol. 82, no. 1, pp. 150-169, 2000, doi: 10.1006/obhd.2000.2893.
- [40] W. Zheng, B. Yang, and G. N. McLean, "Linking organizational culture, structure, strategy, and organizational effectiveness: Mediating role of knowledge management," *Journal of Business Research*, vol. 63, no. 7, pp. 763-771, 2010, doi: 10.1016/j.jbusres.2009.06.005.
- [41] L. Argote, *Organizational Learning: Creating, Retaining and Transferring Knowledge*, 2nd ed. New York, NY, USA: Springer, 2013.
- [42] A. Sailendra, *Langkah-Langkah Praktis Membuat SOP*. Yogyakarta, Indonesia: Trans Idea Publishing, 2015.