# Effect of Tacit Knowledge in improving the Quality of Hotel Services: A Case Study in ES-Salam Hotel  4 Stars In Skikda State

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**Abstract :**

Tacit knowledge is the personal knowledge that is expressed in a group of distinct capabilities and skills that are difficult to imitate by competitors. It contributes to the continuity of institutions, whether they are productivity or services. In light of this, we have studied the extent of the implicit knowledge contribution to improving the quality of the hotel service in ES-Salam hotel Skikda, based on a questionnaire distributed to 44 employees working in all departments. The study reached a set of results that represented ES-Salem hotel is interested in developing their tacit knowledge.

**Key words**: Tacit Knowledge ; Improvement ; Quality ; Hotel Service.

**JEL classification codes**:O15;O39

الملخص:

المعرفة الضمنية هي المعرفة الشخصية التي يتم التعبير عنها في مجموعة من القدرات والمهارات المتميزة التي يصعب على المنافسين تقليدها، وهي تساهم في استمرارية المؤسسات سواء كانت إنتاجية أو خدمية. في ضوء ذلك، قمنا بدراسة مدى مساهمة المعرفة الضمنية في تحسين جودة الخدمة الفندقية في فندق السلام – سكيكدة ، بناء على استبيان وزع على 44 موظفا يعملون في جميع الأقسام. توصلت الدراسة إلى مجموعة من النتائج التي تمثلت في اهتمام فندق السلام بتنمية معارفهم الضمنية .

الكلمات المفتاح: المعرفة الضمنية ؛ تحسين؛ جودة؛ خدمة الفندق.

تصنيف JEL: O15;O39

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### 1-Introduction

The quality of the hotel's services has become one of the most important requirements of this era, especially with the hot competition among hotel establishments, where quality is an essential demand for attracting and maintaining tourists. Quality is a set of the overall characteristics of the product that shows and reflects the ability of this product to satisfy the explicit and implicit needs of customers. In light of all this, hotel establishments always seek to provide the best quality of services that goes beyond tourists' expectations and needs. This latter, however, cannot be reached without the use of strategies that cannot be imitated by competitors, to maintain a continuous relationship between the establishment and its clients.

Regarding the swift technological developments and the resulting massive emergence of information and knowledge, it became necessary to focus on knowledge as a primary resource in achieving the quality of products, including services. Tacit knowledge is considered as one of those that cannot be imitated and transferred since it exists only in the minds of working individuals, yet one can benefit from it through direct contact that facilitates the process of knowledge sharing among laborers, which also supports cooperation and interconnection among parts of the organization, and reflects their knowledgeable experience in developing official programs and achieving quality that is based on creativity. Therefore the hotel services establishments always seek to benefit from the Tacit knowledge of its employees and customers to provide the best quality of satisfactory services.

### 1-1-Statement of the Problem

The rapid developments in scientific technologies have contributed to the emergence of a huge amount of knowledge that contributed to the transition from an economy based on resources to a knowledge economy in which knowledge is considered as the most important pillar in achieving the continuity of the competitive feature of institutions. However, the use of knowledge, especially the tacit knowledge, is weak in hotel service establishments, therefore the study tends to address the degree of application of implicit knowledge in hotels with a ranking of 4 and 5 stars and its role in improving the quality of hotel services.

To diagnose the role of tacit knowledge in improving the quality of hotel services, the study raises one main question which is the following: to what extent does the tacit knowledge contribute to improving the quality of hotel services in the hotel establishment's understudy?

This question leads us to raise some of the following sub-questions:

-What is the level of application of tacit knowledge in the hotel establishment's understudy?

- To what extent hotel employees are committed to the principles of improving the quality of hotel services provided in the hotel establishment's understudy?

- Does the tacit knowledge affect the improvement of the quality of hotel services for the institution's understudy?

### 1-2- Significance of the study

• The role of improving the quality of hotel services in light of the increasing competition among hotel establishments due to the rapid technological development of information and the opening of markets.

• The transformation of the economy from a material economy to a knowledgeable one.

• Encouraging the application of tacit knowledge sharing in service institutions.

### 1-3-Objectives of the study

• Improving the quality of hotel service;

• Showing the level of application of the implicit knowledge in the ranked hotel establishments;

• The extent of awareness of hotel establishments of the importance of tacit knowledge in improving the quality of their services.

### 1-4-Hypotheses

Regarding the previous statement of the problem and sub-questions, the hypotheses can be formulated to study it and test its authenticity, which can be summarized as follows:

**a-The first hypothesis**:

The level of application of tacit knowledge in the hotel institutions understudy is good.

**b-The second hypothesis**:
- The hotel employees agree to respect the principles of improving the quality of hotel services provided strictly in hotel establishments understudy.

**c-The third hypothesis**:
- There is a statistically significant effect of tacit knowledge in improving the quality of hotel services (their dimensions) in the hotel establishment's understudy.

**1-5- Study Variables**

**a-The independent variable**

**-Tacit knowledge:** it is the informal, subjective knowledge, expressed in qualitative and intuitive ways that are untransferable, and are called the adherent knowledge that exists in the work of individuals and teams within the company.

**b-Dependent variable**

**- Hotel service quality:** It is the set of characteristics and total characteristics that are can to achieve customer satisfaction and satisfy their needs and desires.
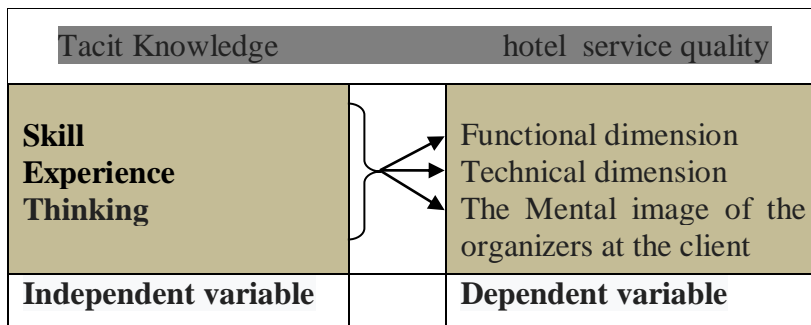
**\*The variables relevant to the dependant variable**

**-The functional dimension**: It is represented in the method and manner of providing the service to the customer, and it is mainly related to the personal interaction between the service provider and the recipient of the service.

**-The technical dimension**: It is represented in the level of the quality of the final service that the customer gets, and among the most important indications or standards are the following: safety, reliability, value, and immediacy.

-**The mental image of the organizers at the client**: This image is represented by how the customer perceives the form of the organization providing the service and how to deal with it. This image is the result of the interaction of the functional and technical dimensions of the customer, as well as the availability of communication, advertising, and concrete aspects such as buildings, devices, and equipment.

**1-6-Study Sample:**

| Tacit Knowledge | | hotel  service quality |
|---|---|---|
| **Skill** **Experience** **Thinking** | ⟩→ | Functional dimension Technical dimension The Mental image of the organizers at the client |
| **Independent variable** | | **Dependent variable** |

**2- Theoretical Framework**

**2-1-The concept of tacit knowledge**

The concept of knowledge has received an increasing interest by many thinkers, where knowledge is recognized with the intangible assets, on which institutions depend on the performance of their activities. Tacit knowledge is larger than the proportion of cognitive work, so it widely relies on forms of personal knowledge that cannot be conveyed, it is embodied through the statement that Polanyi said, "We know more than we can say."

For that, many definitions were provided in an attempt to capture relatively different characteristics of tacit knowledge.

**First definition**: Tacit knowledge is defined as "the knowledge on which skilled performance is based, and that the performer is not fully aware of the performance details.

**Second definition**: "It is the informal self-knowledge, expressed in qualitative and intuitive ways that are not transferable and educational, and it is called adherent knowledge that exists in the work

of individuals and teams within the company, and this knowledge is what gives privacy to the company and is the basis in its ability to create knowledge". (Rabhi Mustafa Alyan, 2008, p. 78)

**Third definition**: "It is very personal and difficult to formalize it which makes it difficult to communicate and share with others". (David N and other., 2011, p. 12)

Through these definitions, we can come to a comprehensive definition of tacit knowledge, which is a personal knowledge that is difficult to transfer or transfer between people, it is a knowledge that exists in the minds of individuals and their performance unconsciously and expresses an advantage to the institution that is difficult to imitate.

## 2-2-Characteristics and Importance of Tacit Knowledge

Tacit knowledge occupies crucial importance in institutions due to the advantages and characteristics that distinguish it, and in the light of this, the following points will be covered:

### a- Characteristics of Tacit Knowledge

• It is considered a personal knowledge, it is the knowledge that is part of the thinking of individuals, and as it is related to them, it is implicit that it can be shared with others during work, and therefore it is called collective or organizational knowledge.

• Tacit knowledge is the actual action or procedure in the case of formulating the organization of perceptions.

• Tacit knowledge is the knowledge, through which we develop distinction, sight, and prediction of potential problems that can be faced and the desired achieved results. (Wong ,W,Radcliff,D, 2000, p. 507).

### b- Importance of Tacit Knowledge:

The importance of tacit knowledge, according to the opinion of most specialists, is determined as follows: (YAARAB Adnan Essaidi, 2016, p. 301).

It is considered the most important strategic resource owned by companies, as it represents the only resource that can be renewed and sustained for companies' effectiveness and ability to compete.

• Tacit knowledge represents 80% of the not recorded knowledge and the remaining 20% (explicit knowledge) is preserved and recorded in the form of books or databases, data, audio recordings or video clips.

## 2-3- Patterns of Tacit Knowledge and its Polarization Techniques

Among the challenges facing knowledge management is how to capture tacit knowledge because once tacit knowledge is encoded and converted into explicit knowledge it will undoubtedly lose its intrinsic value, and this must be before converting tacit knowledge to explicit knowledge, defining patterns of tacit knowledge.

### a- Patterns of Tacit Knowledge

The types of tacit knowledge can be identified in the following points:

- Tacit technical knowledge: It is a set of business and practice skills for business activities and it cannot be attracted easily.

-Accumulated tacit knowledge: It is the accumulated knowledge across long periods of learning through practices and experiments at work, repeated attempts at renewal,and innovation that the knowledge persons seek in the institution.

-Collective tacit knowledge, which includes the set of knowledge and experiences obtained from working for long periods in teamwork.

### b- Techniques for Attracting Tacit Knowledge

There are two techniques for capturing tacit knowledge:

**\*Traditional techniques, including the following**: (Asma Rachad  Naif Salah, 2012, p. 12).

Interviews, whether they are non-structural semi-structural or structural. Non-structural interviews represent a group of basic topics in a cognitive field that aims at obtaining the dimensions of the available knowledge. Whereas semi-structural interviews are a set of programming the pre-conducted works program for the sake of asking questions and inquiries and answering it smoothly also for the sake of attracting explicit knowledge.

Structural interviews also contribute to designing questionnaires, tables, and models for collecting data and describing the phenomenon.

**\*Modern technologies, which include the following**:

  **- Brainstorming**: The first to devise a brainstorming strategy is the scientist Osborn in 1938 as a result of his dissatisfaction with the content of traditional business meetings based on a unilateral approach that does not accept any change or violation and this pattern of thinking is inflexible and obscures the wisdom of the mind. (Nassim Hamoud, 2017, pp. 121-122).

For this reason, the scientist Osborn emphasized on the necessity of relying on brainstorming due to its positives that allow the brain to focus intensively, through which the individual can generate many creative ideas that contribute to solving problems, and this is what is referred to as creative thinking. Therefore, brainstorming is characterized by creating an environment for generating creative ideas and invests the capabilities of the collective mind to find optimal solutions or collective agreement to solve the problem better.

  **- Electronic brainstorming**: It is practiced in a special room where there are components of an integrated system of communications, work stations (computers).

  **-Building knowledge maps**: It is a way to attract knowledge by representing knowledge content through graphs and pictograms to describe and analyse the relationships that exist between ideas and fundamental concepts upon which polarized knowledge is based. (Asma Rachad  Naif Salah, 2012, p. 13).

**2-4- Dimensions of Implicit Knowledge**

  Studies dealing with the dimensions of tacit knowledge indicated that its dimensions are skilled thinking experience, but according to the implications of the tacit knowledge that was previously addressed, it confirmed the existence of other dimensions such as mental models, intuitive values and habits, but it is more common as dimensions of tacit knowledge and that indicates the clear meaning  of tacit knowledge is the three dimensions: experience, thinking, and skill, which we will address in the following points:

**a- Expertise**

It is the accumulated knowledge that a person acquires over time through participation in a specific work or event, and the experience is profound in the event of a repetition of that work, and this was confirmed by Rushdi Sultan, who identified it as the accumulated knowledge over the life of a person that he acquired, He is exposed to many situations that he learns from". (Rushdi Sultani Mohamed, 2012, p. 148)As Saleh Mohamad Ali al-Shamrani and others define it, "it is a high-level knowledge, meaning that an expert is someone who has deep knowledge about a specific topic and the expert performs tasks better than others because he possesses several levels of skills and knowledge." (Saleh Mohamad Ali al-Shamrani , Mohamad Amine Merghlani, 2018,p20136)

Hana Abdel-Raouf Mohamed Al-Minarawi also defined it as "the ability to perform complex performance actions that can be observed directly and that are carried out by a specific person or some of people while they strive to achieve a specific goal or production or perform a task." [Hanan Abderaouf Mohamed El Minirawi, 2015, p. 62]

**b- Thinking**

  Thinking from the point of view of Saleh Mohamad Ali Al-Shamrani is "the individual's ability to produce a great deal of intellectual fluency, automatic flexibility, and originality that allows responding to a distinct problem or situation." (Saleh Mohamad Ali al-Shamrani, 2018, p. 20137).

 The Thinking was also defined as the ability to envision many alternatives to deal with problems as he defines it as "a series of mental processes that the brain performs when it is exposed to a stimulus that is received through one of the five senses"

And it is defined by korhonen, mika "Thinking represents the tacit knowledge that an individual acquires from facing problems, because the tacit knowledge is what the individual acquires as a result of thinking about the problem. (korhonen, Mika,2014,p21)

**c- Skill**

The concept of skill has expanded to include the fields of organizations' activities and the difference in attitudes of each other according to their goals, catherne et al has defined it as "the most important learning case that can be developed by opening up to others' experiences and includes the

ability to think about learning experiences, analyzing problems, noticing models, individual solutions and are often part of the learning process." (Catherne, S, and other, 2009, pp.50-51)

**2-5-The concept of hotel service quality**

Before referring to the concept of hotel service quality, it is necessary to get to know in service organizations the concept of quality, which is considered the cornerstone of service and production processes.

**a- Quality concept**

The concept of quality is considered as an old concept that is derived from the Latin word and means the nature of a thing and a person and the degree of his validity.

Dunya Tarek sees quality as "the characteristics that particular good or service has, and to what extent these characteristics correspond to specific features, and quality is an issue that depends on previously defined criteria. (Dunya Tarek Ahmed, 2017, p. 289).

Some see that quality is a measure to distinguish the product or service provided so that it is free from any defects or deficiencies, and this is achieved through strict adherence to the standards that are measured and approved so that they are performed and achievable and all this to satisfy customers or clients and employees.

Accordingly, we can draw a comprehensive definition of quality as the set of characteristics and features that should be available for the product or service to comply with the requirements or needs and desires of the clients or customers declared or implicit.

As for determining the concept of quality of service from the researcher's point of view, many believe that the quality of service is that degree of satisfaction that the service can achieve for beneficiaries and clients by satisfying and satisfying their needs, desires, and expectations (Ahmed El Ayamra, 2010, p. 09).

Razan Nassour and Nour Ibrahim also defined it as "a concept that reflects the suitability of the service provided to the expectations of the beneficiary by comparing his expectations with the performance of the service he gets." (Razan Nassour and Nour Ibrahim, 2016, p. 422)

It has also been defined as "the set of characteristics and total characteristics of a service that are can achieve customer satisfaction and satisfy his needs and desires." (Ahmed El Ayamra, Ibrahim Badadou, 2010, p. 09).

Fawaz Saloum Hamwi and Mohammad Mounir Al-Bardakani confirmed also that the quality of the service is defined from service provider and the beneficiary of this service, for service provider means that the service conforms with the standards previously set for this service, but for beneficiary, it is the adaptation of this service to its uses and uses. (Fawaz Saloum Hamwi and Mohammad Mounir Al-Bardakani, 2017, p. 52).

Accordingly, it can be said that the quality of service is: The set of pre-defined criteria that must be available in the service provided to the customer to meet his or her explicit and implicit needs and desires.

**b- Definition of Hotel Service Quality**

The quality of the hotel service plays an essential role in the design, production, and marketing of the service, whether from the perspective of the service provider or the beneficiary thereof. And there are various definitions linked to the term hotel service quality. Some define it as a degree that matches the actual performance of the hotel service with the expectations of customers for this service, which are determined in the light of the comparisons that the guest makes while he is expected to get it from the hotel and while he gets it as Farid Kourtel defined it as a set of attributes, characteristics, benefits, and values that the service enjoys so that it can meet the current and future customer requirements and at an appropriate price to achieve their satisfaction and happiness by setting pre-criteria for evaluating the service and achieving the status of excellence in it. As a consequence, it can be said that the quality of the hotel service is the ability or adaptation of the hotel service to the requirements of the guests in a way that the guest expects from this service or exceeds his expectations by relying on pre-set criteria that suit the wishes of the guests and thereby establishing a trust relationship between the hotel management and the guest.

**c- Dimensions the hotel services quality**

The quality of hotel services has multiplied, and this is according to the viewpoint of researchers. Some of them see the dimensions of service quality as follows:

**-Technical competence**: it means skills and capacities in hotel management.

**-Effectiveness and impact**: It means the extent of effectiveness and impact of the services provided to the customer and their compatibility with the existing technology.

**-Efficiency**: Efficiency means providing the necessary and appropriate services without error.

**-Continuity**: that is, the provision of services on the principle of continuity without nonstop or interruption

**-Safety**: means the reduction of risk.

-**Amenities**: means service features that help customer satisfaction.

Others also believe that the dimensions of hotel service quality are: (Majd Ahmed Mahraz, 2014, p. 171).

**- Quality from the point of view of the specialist or professional**: which is whether the services that meet the needs of the guests, and whether the hotel staff has been carefully selected and continuously trained. -**Quality from the point of view of the service applicant**: In the sense that the service provided is the desired and expected before obtaining the service.

-**Quality from the management point of view**: which is the use of the best materials and provide the utmost efforts to meet the needs of the guests?

As for Mohammad Al-Bardakani and Fawaz Hamwi, they have identified three dimensions of hotel quality which are:

- The functional dimension, the technical dimension, and the mental image of the organizers for the client, and this is what was relied upon in the applied aspect of the study.

**3-Field of Study**

**3-1-Research Methodology**

The analytical descriptive approach was adopted. On the descriptive side, the study variables were discussed by defining the concept. The analytical aspect represented in carrying out the field study by distributing questionnaires to the sample community members (managers, employees in the various sections of a four-star hotel).

**3-2- Research Sample Community**

The research community consists of one hotel, which is represented by the 4 stars ES-Salam Hotel, and it is the only hotel classified as four-star in Skikda State.  We have relied on the whole community (ES-Salam Hotel) where data were collected from all 44 hotel employees and on this basis, 44 questionnaires were distributed.

**3-3-Study Tool Description:**

The questionnaire was used as a data collection tool; consisting of:

**a-The first section** in identifying personal data.

**b-The second section** in defining the axes of the questionnaire; involving two axes:

**-The first axis**: the tacit knowledge is tackled as an independent variable containing 6 items.

**-The second axis**: deals with the quality of hotel services as a dependent variable and consists of three parts.

**-The first part**: is the functional dimension and consists of six items.

**-The second part**: consists of the Technical dimension and consists of five items.

**-The third part**: is the mental image of the customer and is

represented in four items.

**3-4-The Coefficient of persistence (Alpha Kronbach)**

The stability of the research questionnaire was verified by calculating the Alpha Kronbach coefficient as shown in the following table:

**Table number (1): Coefficient of persisting (Alpha Kronbach)**

| Hubs (Centres) | Phrases | Coefficient of |
|----------------|---------|----------------|

|  |  | Alpha Kronbach |
|---|---|---|
| **Tacit Knowledge** | 1-6 | 0.840 |
| **Function Dimension** | 07-12 | 0.739 |
| **Technical Dimension** | 17-13 | 0.863 |
| **The Mental image of the client's organizers** | 18-21 | 0.865 |
| **Total** | 21-1 | 0.933 |

**Source: Prepared by the student depending on the outputs of the program (SPSS)**

- Depending on the results obtained, this table indicates that the value of Alpha Kronbach coefficient for the various axes exceeds **60٪**which is between **0.739** and **0.865**, and is a high value, while the total value of the Alpha Kronbach coefficient is **0.933** which is high value as well and this indicates the stability of the measuring instrument in terms of the terms included in the questionnaire.

This means that the study tool is characterized by stability and accuracy which makes us fully confident in the validity of the questionnaire and its validity to analyze the results and answer all questions of the study, and test the studies.

**3-5-Analysis of the trend of the study Sample individuals on the axes of the Questionnaire**
**a-Personal information:**
**\*Sex:**
The following table shows the distribution of the study sample according to gender variable.
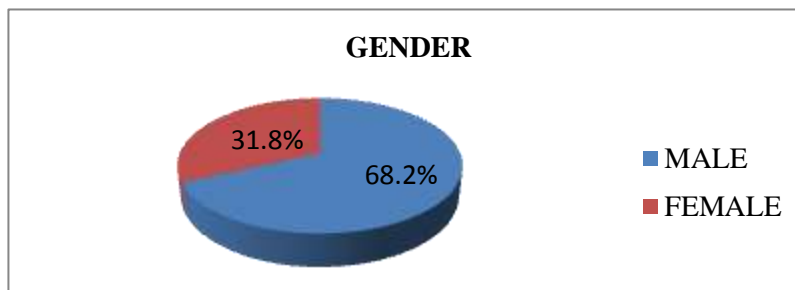
**Table number (2): Distribution of the study sample according to gender.**

| Sex | Repetition | Percentage٪ |
|---|---|---|
| **Male** | 30 | 68.2 |
| **Female** | 14 | 31.8 |
| **Total** | 44 | 100 |

**Source: Prepared by the student depending on the out puts of the program (SPSS)**

- We note from the previous table that the majority of the study sample is made, with a percentage of **68.2٪**followed by the percentage of individuals from females by **31.8٪**,and therefore we note that the ES- Salam Hotel depends on males more than female, as it depends on the latter except in reception and administration , either other tasks are assigned to males.
- This can be illustrated by the following figure:

**Figure01**:



**Source: Prepared by the student**

**\*Age:**
The following table shows the distribution of the study sample according to the age Variable

**Table number (3): the distribution of the study sample according to the age**

| Age | Repetition | Percentage٪ |
|---|---|---|

| | | |
|---|---|---|
| **Less than 30 years** | 8 | 18.2 |
| **From 30 to less than 40 years** | 19 | 43.2 |
| **From40 to less than 50 years** | 11 | 25 |
| **From 50 years and over** | 6 | 13.6 |
| **Total** | 44 | 100 |

**Source: Prepared by the student depending on the outputs of the program (SPSS)**
• We notice from the previous table that the majority of  the study ranged in age from 30 to less than 40 years ,at **43.2** ٪followings  by  the percentage of individuals who have age from 40 to less than 50 years at **25**٪then the group of individuals under the age of 30 years came by **18.2**٪, and finally, the percentage  of individuals who have age of 50 years. Or more comes to **13.6**٪, and therefore, we note that the hotel is highly dependent on the Youth Category and this because it needs effectiveness and Vitality in performing tasks.

**\*The Science qualification:**
• The following table shows the distribution of the study sample according to The Science qualification Variable.

**Table number (4): the distribution of the study sample according to The Science qualification**

| Science qualification | Repetition | Percentage٪ |
|---|---|---|
| **Licence** | 5 | 11.4 |
| **Engineer** | 4 | 9.1 |
| **Senior technician** | 33 | 75 |
| **Master** | 0 | 0 |
| **Majister** | 2 | 4.5 |
| **doctoral** | 0 | 0 |
| **Total** | 44 | 100 |

**Source: Prepared by the student depending on the outputs of the program (SPSS)**
•    We   notice  from the previous table that the majority of  the study simple obtained  a high technical qualification 30 to less by percent **75**٪, followed by the percentage of individuals who obtained a Bachelor's degree by **11.4**٪, then the category of individuals who obtained the rank of an engineer comes with a percentage of individuals obtained on a master's thesis of **4.5** ٪, we note that the hotel relies more on technicians than of  licenses and master's degrees and this is due to the nature of the hotel's activity which is concerned with  methods of managing  inventory  and how  to receive customers, as well as with regard to running the restaurant that requires  a toxic technical specialty greatly.


**\*Years of experience:**
The following table shows the distribution of the study sample according to the years
Of experience Variable:

**Table number(5): the distribution of the study sample according to the years of experience**

| years of experience | Repetition | Percentage٪ |
|---|---|---|
| **Less than 5 years** | 8 | 18.2 |
| **From 5 years to less than 10 years** | 16 | 36.4 |
| **From 10 years to less than 15 years** | 14 | 31.8 |
| **From 15years and over** | 6 | 13.6 |
| **Total** | 44 | 100 |

**Source: Prepared by the student depending on the outputs of the program (SPSS)**
•    We  note from the previous  table  that  the majority of  the study sample have experience from 5 years to less than 10 years at **36.4**٪,then followed by the proportion of individuals who have experience from  10 years to less than 15 years at 31.8 ٪then the group of individuals who have experience of less than 5 years is 18,2٪and finally, the percentage of individuals who have experience of 15years or, ore comes at a rate of 13.6٪, Therefore, we note that the hotel depends a

lot on those with a great deal of experience, as they have the knowledge that contributes to the excellence of the services they provide.

### 3-6-Resolution analysis

**Table number(6): theme of Resolution analysis**

| Paragraph number | Theme of Resolution | Arithmetic mean | Standard Deviation | Rank | Evaluation |
|---|---|---|---|---|---|
| 1 | **Tacit knowledge** | 3.6818 | 0.63166 | 3 | **high** |
| 2 | **Functional dimension** | 3.5644 | 0.63002 | 4 | **high** |
| 3 | **Technical dimension** | 3.7182 | 0.74624 | 2 | **high** |
| 4 | **The mental image of the organizers among workers** | 3.7273 | 0.72099 | 1 | **high** |
| **Total** | **The quality of hotel service** | 3.6699 | 0.62848 | | **high** |

**Source: Prepared by the student depending on the outputs of the program (SPSS)**

- The arithmetic mean of the statement number 4 equals **3.7273** and a standard deviation of **0.72003**,and this indicates a high degree of approval from the members of the study sample, which indicates that ES -Salam hotel 4 Stars gives importance to the mental image of the organizers of the client.

• The arithmetic mean of the statement number 3 equals **3.7182** and a standard deviation of 0.74624, and this indicates a high degree of approval from the members of the study sample, which indicates that ES -Salam hotel 4 Stars applies the technical dimension of the quality of the hotel service well.

• The arithmetic mean of phrase 1 equals **3.6818** and a standard deviation of **0.63166**, and this indicates a high degree of approval by the study sample individuals, which indicates that ES -Salam hotel 4 Stars has a good interest in tacit knowledge.

• The arithmetic mean of phrase **2** equals **3.5644** and a standard deviation of **0.63002**,and this indicates a high degree of approval by the study sample individuals, which indicates that ES -Salam Hotel 4 Stars is well concerned with the functional dimension of quality of hotel service.

• In general, the arithmetic mean of **3.66 99** and standard deviation of **0.62848**, and this indicates a high degree of approval by the members of the study Simple which indicates that the ES-Salam hotel 4 stars is well concerned with functional dimension of quality of the hotel Service.

### 4-Test the study hypotheses

### 4-1-The first sub hypotheses:

There is a statistically significant effect correlation at the level of significance**0.05** between tacit knowledge and the functional dimension.

**Table number(7):Simple regression analysis to test the relationship between Implicit knowledge and the functional dimension**

| Axis | Values B | Level of Significance | Correlation Coefficient | The Coefficient of determination | Value F |
|---|---|---|---|---|---|
| **First Hypotheses** | 0.717 | 0.000 | 0.715 | 0.511 | 43.926 |

**Source: Prepared by the student depending on the outputs of the program(SPSS)**

-Throng table Number, we note that there is a statistically significant relationship between the tacit knowledge and the functional dimension of the Salam hotel 04 stars, if the correlation coefficient is **0,715** at the significance level **0,000** and it is less than **0,05** and the determination coefficient is **0,511.** That is mean the value of **51,5** of the changes in the level of the functional dimension of hotel quality are the to the interest in implicit knowledge, where the degree of influence reached **0,717**, and this explains that implicit knowledge effects the functional dimension and what confirms that the calculated value of (F), which reached **43,926** at the level of significance **0,000** between tacit knowledge and functional dimension in ES-Salam hotel 04 stars at a level of significance **0,05**.

**4-2-The Second sub-hypothesis**:

There is a statistically significant effect correlation at the level of significance 0, 05 between tacit knowledge and the technical dimension.

**Table number (8): Simple regression analysis to test the  relationship between implicit knowledge and technical dimension.**

| Axis | Values B | Level of Significance | Correlation Coefficient | The Coefficient of determination | Value F |
|---|---|---|---|---|---|
| First Hypotheses | 0.503 | 0.000 | 0.595 | 0.354 | 22.986 |

**Source: Prepared by the student depending on the outputs of the program(SPSS)**

-Throng table Number8, we note that there is a statistically significant relationship between the tacit knowledge and the technical dimension of the Salam hotel 04 stars, if  the correlation coefficient is **0,595** at the significance level **0,000** and it is less than **0,05** and the determination coefficient is **0,354**. That is mean the value of  **35,4** of the changes in the level of the functional dimension of hotel quality are the to the interest in implicit knowledge, where the degree of influence reached **0,503** and this explains that implicit knowledge effects the functional dimension and what confirms that the calculated value of (F), which reached **22,986** at the level of significance **0,000** between tacit knowledge and functional dimension in ES-Salam hotel 04 stars at a level of significance **0,05.**

**4-3-The third Sub-hypothesis:**

There is a statistically significant effect correlation at the level of significane0.05 between tacit knowledge and the mental image of the organizers toward clients.

**Table number (9): Simple regression analysis to test the relationship between tacit knowledge and mental image of the organizers toward client.**

| Axis | Values B | Level of Significance | Correlation Coefficient | The Coefficient of determination | Value F |
|---|---|---|---|---|---|
| First Hypotheses | 0.569 | 0.000 | 0.650 | 0.422 | 30.682 |

**Source: Prepared by the student depending on the outputs of the program(SPSS)**

-Throng table Number9, we note that there is a statistically significant relationship between the tacit knowledge and the mental  image  of the organizers toward clients at  the Salam hotel 04 stars, if  the correlation coefficient is **0,650** at the significance level **0,000** and it is less than **0,05** and the determination coefficient is **0,422** That is mean the value of  **42.2**  of the changes in the level of the interest mental  image  of the organizers toward clients due to the interest  in tacit  knowledge, where the degree of influence reached **0,569** and this explains that tacit knowledge leads to improve the  mental  image  of the organizers toward clients and what confirms that the calculated value of (F), which reached **30.682**at the level of significance **0,000** .This leads to the acceptance of the hypothesis that there is a statistically significant effect relationship between the tacit knowledge and

the mental image of the organizers toward clients in Salam hotel 04 stars at a level of significance **0,05.**

### 4-4-Test the main hypothesis

-There is a statistically significant effect correlation at the level of significance **0.05** between tacit knowledge and the quality of the hotel service

**Table number (10): Simple regression analysis to test the relationship between tacit knowledge and mental image of the organizers toward clients.**

| Axis | Values B | Level of Significance | Correlation Coefficient | The Coefficient of determination | Value F |
|---|---|---|---|---|---|
| **First Hypotheses** | 0.569 | 0.000 | 0.772 | 0.596 | 19.653 |

**Source: Prepared by the student depending on the outputs of the program (SPSS)**

-Throng table Number 10, we note that there is a statistically significant relationship between the tacit knowledge and the quality of the hotel service at the ES-Salam hotel 04 stars, if the correlation coefficient is **0.772** at the significance level **0,000** and it is less than **0, 05** and the determination coefficient is **0,596**That is mean the value of 59.6 of the changes in the level of attention to the quality.

of the hotel service due to the interest in the tacit knowledge that's what confirms the calculated value **F,** which reached 19,653 at the level of significance 0,000.This leads to the acceptance of the hypothesis that there is a statistically significant effect relationship between the tacit knowledge and the quality of the service at the ES-Salam hotel 04 stars at the level of significance 0.05.

### 5-Conclusions

• ES-Salem hotel is interested in improving the capabilities of its employees by encouraging them to attend conferences, workshops, and scientific meetings, which contributes to developing their tacit knowledge.

• The hotel management attaches importance to all internal and external environmental variables by relying on the necessary expertise.

• The interest of the hotel management in determining the exact needs and desires of guests.

• Hotel management enables staff to make pre-prepared plants to improve the quality of hotel service.

• ES-Salem hotel understands the importance of tacit knowledge's Impact on improving the quality of the hotel services.

### 5-1- Recommendations

• The need to pay attention to continuous training, especially everything related to providing service to inmates.

• The necessity of selecting the best workers with highly experienced and skilled workers in the field.

• Make attention to the high levels, especially Doctors holders, who can benefit from their scientific research related to knowledge and quality of hotel service.

• Allocating rooms with fully equipped facilities to help develop the skills of workers in improving the quality of hotels.

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