The Intersection Between Organizational Learning Processes and Knowledge Management for Enhancing Innovation Capabilities in Egyptian Travel agencies

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Abstract

In today's knowledge-based economy, travel agencies seek to enhance their innovative capabilities as a reason for their survival and growth and one of the most important sources of achieving their competitive advantage. From this standpoint, it has become necessary for travel agencies to strive to create an organizational culture that emphasizes the importance of learning and knowledge management.

The purpose of this research was to investigate the intersection between Organizational Learning and the entire knowledge management cycle, which encompasses four phases (knowledge generation, documentation, sharing, and usage), to enhance the innovation capabilities in Egyptian travel agencies. The research model was built and validated using structural equation modeling (PLS-SEM) techniques. Information was obtained using a standardized survey administered to 400 staff members of 50 travel agencies category (A) in Cairo. The response rate was 90%. The findings of the research concluded that in nowadays dynamic business environment, learning techniques that occurs inside an organization fosters knowledge management process which enhances its innovative capabilities. The study presented a number of recommendations that work to improve the actual practices of organizational learning and knowledge management processes within Egyptian travel agencies.

Introduction

Adapting to the ever-changing business landscape as well as the alterations that are occurring in society, the economy, and the environment, has proven to be a significantly difficult issue for businesses which are involved in the tourism industry (Wahba *et al*., 2024). In the modern tourism industry, competition is severe, and the pace of change is so rapid that it is dizzying. To ensure the tourism industry's continued existence and expansion, it is essential to possess the capacity to adjust to a dynamic business environment by means of rational decision-making and the effective utilization of the experience of staff members (Deb *et al*., 2024). In order to rapidly adapt to both external and internal changes,

continuously meet the ever-evolving knowledge demands of business customers, enhance innovative and sustainable organizational performance, organizations are looking for effective tools and practices for organizational learning (OL) and knowledge management (KM)(Abdollahi *et al.*, 2023). The tourism business is characterized by a high intensity of knowledge outcomes and inputs derived from a blend of technology and intellectual capital. The proficient management of knowledge enhances organizations by decreasing infrastructure and human costs while improving creativity, efficiency, and operational effectiveness, resulting in sustained organizational performance (Raudeliuniene *et al.,* 2020). (OL) influences organizations processes and knowledge flows, enhancing innovation and improving leadership and overall performance (Ghasemzadeh *et al.,* 2020; Zhang *et al.*, 2022).

In the field of management science, the concept of organizational learning (OL) has been around for quite some time; however, it has only recently begun to garner attention in the field of tourism literature (Wahba *et al.*, 2024). The foundational literature on (OL) originated from two perspectives. The initial investigation highlighted the concept of ongoing personal learning via informal practices and daily interactions with colleagues, while the later perspective characterized organizational learning as a process of gathering, analyzing, interpreting, and disseminating information as knowledge (Ali, 2021). It involves the conversion of tacit knowledge into explicit forms (Ghasemzadeh *et al.*, 2019), and facilitates the exchange of knowledge among individuals and groups (El-Awad, 2019). (OL) enhances organizational value, improve operational efficiency and effectiveness, and achieve innovative and sustainable performance. (OL) is a temporal process that connects information to knowledge implementation and enhanced performance (Martínez *et al.*, 2023). (OL) can be more accurately characterized as a process of enhancing actions through superior knowledge and comprehension. (OL) can be further elucidated as the process via which organizations effectively acquire, cultivate a repository of knowledge, and apply such knowledge to enhance and the value for consumers and quality of products, services (AlSaied and Alkhoraif, 2024).

Knowledge Management (KM) is defined as a continuous series of actions, procedures, and practices that enable the acquisition, organization, storage, and sharing of knowledge. These activities allow organizations to oversee innovation and customer relationship processes while simultaneously attaining strategic objectives (Gao *et al.*, 2018 ; Mahdi *et al.,* 2020). Conventional management theories and methods were inadequate in the context of swift and unforeseen worldwide transformations and the novel economic framework of the present century (Antunes and Pinheiro, 2020). Three key attributes define the new economy: globalization, intangibility, and interconnectivity (Abdollahi *et al.,* 2023). In the contemporary economy, intangible assets have emerged as fundamental to enduring success and persistent competitive advantage. Knowledge is acknowledged as an essential asset and a vital organizational resource. Knowledge comprises human judgment, values, competencies, capacities, expertise, and methodologies (Mirzaie *et al.*, 2020). Tourism can be viewed as a complex socioeconomic system with many actors creating, transferring and using knowledge (Deb *et al.,* 2024). Tourism is also considered to be an important knowledge-based sector due to the advancements that have been made in communication technology and information processing. These advancements have made it possible to share, reuse, store, and produce a significant amount of knowledge (Abdollahi *et al.,* 2023). Knowledge is regarded as an essential asset for organizations in the tourism industry since it enables the establishment and upkeep of a competitive advantage as well as globalization

on a larger scale (Zhang et al., 2022). Although tourism entities possess access to information technologies and big data like cloud computing, the Internet of Things, and blockchain, it is crucial to enhance KM competencies and capabilities (Abdollahi *et al.*, 2023).

For the benefit of the business and its constituents, innovative capabilities (IC) can be described as the potentiality to unceasing converting knowledge and ideas into new products, processes and systems. An innovation can be a new product or service, a new production process technology, a new structure or administrative system or a new plan or program pertaining to organizational members (Migdadi, 2020). The fierce rivalry in tourism business ecosystems requires organizations to improve diverse tactics relying on their resources and capabilities to support their innovation, sustainability, and business performance outcomes (Corcoles-Mu *et al*., 2022; Parra-Requena *et al.,*2020; Ruiz-Ortega *et al.,* 2021). In this respect, to guarantee market success, it is critical to emphasize the importance of dynamic capabilities, specifically innovation capability (Saunila, 2020). In strategic management, the dynamic capabilities approach has become increasingly significant. This approach, which developed as a continuation of the resource-based perspective, focuses on defining the nature and implications of organizational capabilities (Albort-Morant *et al*.,2018). In order to have a better taxonomic comprehension, these capabilities are divided into two elements operational and dynamic capabilities. Operational capabilities refer to repetitive and ongoing tasks that businesses perform in their operations. Dynamic capabilities, on the other hand, refer to the ability to create value and develop new, services, and products, all of which increase a company's competitive edge over rivals (Americo *et al*.,2022). Considering the latter, researchers contend that there are three perspectives for changing capabilities, adaptive, absorptive, and innovation capability IC. IC highlights an organization's ability to transform concepts and expertise into distinctive, new products that satisfy customers' demands and thus generate benefits for the organization (Alsaied and Alkhoraif, 2024; Ruiz-Ortega *et al.,* 2021). IC involve three main domains, process, product, and market innovation (Aktar, 2023; De Medeiros *et al*., 2022; Jeong and Chung, 2023).

Based on a comprehensive literature review, (KM) cycle encompasses four phases, which are acquisition and creation, sharing, storage, and implementation (Kordab *et al*., 2020; Kostadinovic and Stankovic, 2021). Different previous researches have demonstrated that (OL) has a positive impact only on specific (KM) practices within certain industries (Wahda 2017; Turulja and Bajgoric, 2018; Kordab *et al.,* 2020). That reveals a deficiency in research on the whole (KM) cycle, particularly on the relationship between (OL) and organizational performance and its (IC) (Kordab *et al*., 2020). On the other hand, despite the importance of theses variables for tourism organizations, there has been a lack that have addressed the intersection between (OL) processes, whole (KM) phases, and innovation capabilities in travel agencies. Thus, there is a need to conduct empirical research explicitly targeting Egyptian travel agencies in order to bridge this gap, and to explore how the learning techniques that occurs inside these agencies fosters the whole knowledge management process cycle which enhances its innovative capabilities.

Literature Review and Hypotheses Development

Organizational learning (OL) and Knowledge Management (KM) processes

To begin with, (OL) is a temporal process that connects information to knowledge implementation and enhanced performance (Martínez *et al*., 2023). (OL) can be more

accurately characterized as a process of enhancing actions through superior knowledge and comprehension. Proceeding further, (OL) can be elucidated as the process via which organizations effectively acquire, cultivate a repository of knowledge, and apply such knowledge to enhance and the value for consumers and quality of products, services (Alsaied and Alkhoraif, 2024). Building upon previous, (OL) involves a number of actions that enable the generation, acquisition, implementation sharing, and storage of information among individuals and groups across all organizational layers. These operations are referred to as knowledge management (KM) activities (Kordab *et al.,* 2020). From this viewpoint, (OL) was conceived to be intimately linked with (KM) (Abdollahi *et al*., 2023), and it may be regarded as a multifaceted process that encompasses social and psychological dimensions, including integration, interpretation, intuition, and the institutionalization of knowledge (Engstrom and Kakela, 2019). Entities across different industries have recognized that (OL) fosters (KM), facilitates the generation of novel ideas, and drives innovation in products, services, processes, technologies, and initiatives (Martínez *et al.,* 2023).

Simultaneously with the rise of multidisciplinary study in tourism, (OL) and (KM) garnered attention. Tourism is considered as a complex socio-economic system where different actors create, transfer, and use knowledge (Mwesiumo *et al.,* 2022). Earlier researchers indicated that in order to build innovation capacity, tourism businesses must comprehend and apply (KM). (Muskat *et al*., 2021; Ruiz-Ortega *et al*., 2021), to renew their processes, services and products, to innovate with radical, incremental and more sustainable new business models. (Mwesiumo *et al*., 2022).

A variety of (KM) strategies have been investigated and put into practice by scholars and business developers. According to the findings of a number of studies, this investigation identified the complete cycle of (KM), which includes the processes of generating, sharing, storage and documentation, and implementation (Wahda 2017; Turulja and Bajgoric, 2018; Kordab *et al*., 2020; Abdollahi *et al.,* 2023).

Knowledge acquisition and creation

Knowledge acquisition is defined as the process of capturing and collecting knowledge from both external and internal sources. These sources encompass the external and internal interactions among suppliers, employees, consultants, and customers to identify and mitigate knowledge gaps inside the organization (Abdollahi *et al.,* 2023). Deb *et al*., (2024) defined various categories of knowledge excluded in the tourism business which can be delineated as skill-based knowledge, theoretical knowledge, knowledge derived from experience, knowledge of tourists, knowledge about the tourist industry, and a familiarity with the laws and regulations of the government.

Knowledge creation is defined as the development of new competencies, including abilities, knowledge, expertise and skills within the organization. The production of competences and unique substances that assist the accomplishment of knowledge strategy and boost creative organizational performance is what is meant by the term "knowledge creation".

According to Siyuan (2024), travel agencies can gain comprehensive information about destinations, attractions, lodging, and activities, including user reviews, ratings, and other details, through offline or online travel platforms like Ctrip, Airbnb, and other centralized platforms or websites. This is the process of acquiring knowledge. Simultaneously, online platforms employ artificial intelligence and algorithms to offer travelers tailored suggestions

based on data like demographics, user preferences, and past behavior. This is can define the process of knowledge creation by travel agencies using digital technologies.

   Different researchers have confirmed that (OL) has a favorable effect on the process of both knowledge acquisition and creation (Wahda, 2017; Turulja and Bajgoric 2018). The following hypothesis was developed in order to investigate whether or not there is a positive impact that (OL) has on the acquisition and creation of information in travel agencies (Figure 1):

Hypothesis 1 (H1) (*OL) affects the knowledge acquisition and creation process positively.*
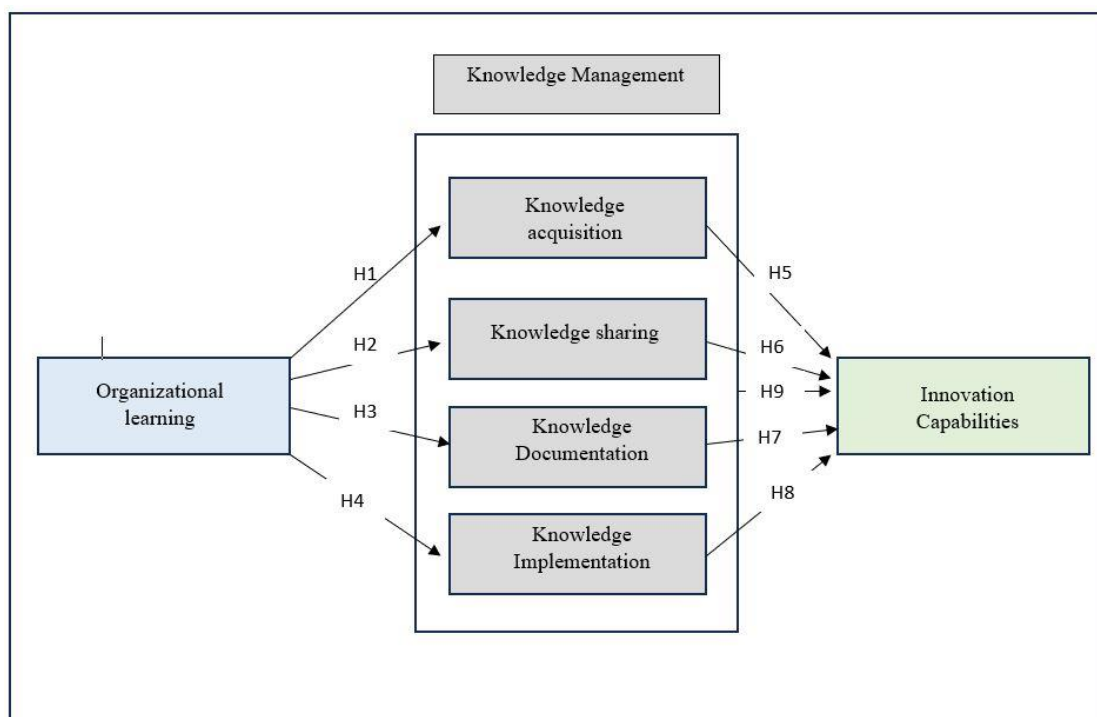

Figure 1. Research model.

knowledge sharing

   refers to the process of transferring and exchanging competences, which include abilities, skills, and knowledge between organizations, people, or groups (Alshamsi and Ajmal's 2020). According to Wahda (2017), knowledge sharing may also be defined as the process of exchanging tacit and explicit information for the purpose of aiding the attainment of knowledge strategy and boosting sustainable organizational performance. This exchange takes place between diverse parties via the use of a variety of software implementations. Different communication processes that are considered to be knowledge sharing are defined by researchers in the field of tourist knowledge management. Amitabh *et al.* (2022) pointed out that the knowledge-sharing process in tourism has the following elements:

(a) Knowledge sharing amongst tourists (T to T).
(b) Community to Community (C to C) knowledge sharing.
(c) Knowledge exchange from Tourist to Community (T to C).
(d) Community to Tourist (C to T) information sharing.
(e) Knowledge exchange from Suppliers to Tourist (S to T).
(f) Knowledge sharing from visitors to Suppliers (T to S).

Kordaba *et al.* (2020) confirmed the favorable correlation between organizational learning, information sharing, and organizational success. Based on prior study findings. The following hypothesis was developed in order to determine whether or not the process of knowledge-sharing is significantly impacted by the (OL) that occurs within the travel agencies' sector (Figure 1):

Hypothesis 2 (H2) (*OL) affects the knowledge sharing process positively.*

Knowledge documentation and storage

Refers to the process of selecting and organizing individual knowledge and skills, along with the organization's plans, manuals and procedures, for preservation in the organization's repositories (Mahdi *et al*., 2020). Knowledge storage enables organizations to transform implicit knowledge into explicit knowledge, making it an organizational resource that can be accessed through databases, networks, and IT technologies.

Knowledge must be systematically structured and preserved to safeguard its value against loss and to enhance organizational efficiency and effectiveness (Sirorie and Fombad, 2020). Research conducted by Antunes and Pinheiro (2020) suggests that the formation of organizational memory is a consequence of organizational learning. Knowledge storage is one of the mechanisms that contribute to the formation of organizational memory. According to the findings of the researchers, the use of organizational memory has implications for the functioning of the organization. It was decided to formulate the following hypothesis in order to determine whether or not (OL) has a substantial influence on the storage of information (Figure 1):

Hypothesis 3 (H3) (*OL) affects the knowledge storage process positively.*

Knowledge implementation

Is characterized by the appropriate usage of all accessible knowledge in organizations. It makes it possible to apply business processes, operations, and activities and enhance organizational performance by merging newly generated knowledge with the organizational obtainable resources. The positive effect of OL on knowledge implementation was veriefied by Alsaied and alkhoraif (2024), Kordob *et al.,* (2020), and Wahda (2017). The following hypothesis was developed in order to demonstrate the substantial influence of (OL) on the Knowledge implementation process:

Hypothesis 4 (H4) (*OL) affects the knowledge implementation process positively.*

Knowledge management (KM) and innovation capabilities (IC)

Embracing a (KM) strategy can empower organizations to enhance their learning and tackle the challenges posed by environmental change. (KM) serves as a crucial foundation for enhancing the IC of organizations, while (OL) empowers entities to build resilience and effectively navigate uncertainties (Leta and Chan, 2021). (KM) can empower organizations to innovate and explore new, alternative solutions that enhance and sustain the quality of their services. By doing so, (KM) is crucial in enabling business decision-making processes to rely on verified information rather than unconfirmed, often biased data from various sources. (Mwesiumo *et al.,* 2022). The studies featured in this special issue suggest that (OL) and (KM) work hand in hand, enhancing one another in the pursuit of achieving desired objectives (Martínez *et al.,* 2023). According to several studies, generating new knowledge improves an organization's ability to get insights that boost decision-making and problem-solving, which in turn optimizes operational procedures to achieve the

targeted performance levels (Kordab *et al.*, 2020). This procedure may also enhance the organization's creativity, distinctiveness, and leadership, while improving overall performance (Sirorei and Fombadm 2020). (KM) is considered as a vital driver in learning and supporting the innovation culture in the organizations through acquiring and applying new experiences and information (Alsaied and Alkhoraif, 2024). To examine the influence of knowledge generation on the inventive capacities of Egyptian travel agencies, the following hypothesis was established:

Hypothesis 5 (H5) *Knowledge acquisition and creation affects positively* the *(IC) in Egyptian Travel agencies.*

   The organization's capabilities may be improved as a consequence of the exchange of information between the many parties involved in businesses, and vital processes as decision-making, problem-solving, leadership, creativity, and efficiency may also be improved. Numerous academics have highlighted that KS has a crucial role in magnifying (IC) via information, experiences and practices transformation (Alsaied and Alkhoraif, 2024; Kordab *et al.*, 2020). Accordingly, the following hypothesis was proposed:

Hypothesis 6 (H6) *Knowledge sharing affects positively the (IC) in Egyptian Travel agencies.*

   Knowledge storage process ultimately results in an increase in the efficiency of work, the accomplishment of knowledge strategy, and an improvement in the achievement of sustainable organizational performance. Researchers have backed up the notion that innovation is significantly facilitated by an organization's capacity to retain, evaluate, and utilize existing knowledge (Kordab *et al.*, 2020). Grounding on this explanation, we can hence propose the following hypothesis:

Hypothesis7 (H7) *Knowledge storage affects positively* the (IC) in Egyptian Travel agencies.

   Knowledge implementation can be elucidated as carrying out the appropriate generated knowledge in organization's processes and activities to realize innovative organizational performance (Alsaied and Alkhoraif, 2024). In order to manifest the process of implementing knowledge 's substantial influence on the inventive capacities in Egyptian travel agencies, the following hypothesis was particularized:

Hypothesis 8 (H8) *Knowledge implementation affects positively the (IC) in Egyptian Travel agencies.*

The Mediating Role of Knowledge Management

 Egena and Rajenthyran (2020) elucidated that innovation in any organization is positively impacted by (OL), and this link is moderated by (KM) practices. Based on that, theoretical statements, which justify the (KM) as a mediator between relationship of (OL) and (IC), researchers posit the following hypothesis:

Hypothesis 9 (H9) *(KM) positively mediates the correlation between (OL) and (IC) in Egyptian Travel agencies.*

Methods

The Study Measurements

  This study uses multiple items to examine the intersection between (OL) processes, (KM) practices, and (IC) in the Egyptian travel agencies. All items were obtained from related

previous literatures. Table (1) shows the measures used in the questionnaire design which involves three variables (OL), (KM), and (IC). Each variable was defined by certain dimensions. A five-point Likert type scale is accepted, in which the value of 5 indicates to "strongly agree" while the value of 1 indicates to "strongly disagree".

Table (1) Summery of measures in the conceptual framework

Constructs and Indicators	References
Organizational Learning	Alsaied and Alkhoraif, (2024)
1. Our agency promotes participation in training sessions for employees to gain new knowledge. 2. Our agency views employee learning as a strategic investment in the development of knowledge. 3. Our agency advises employees to retain the knowledge they acquire. 4. Our agency motivates employees to implement the knowledge they acquire.	
Knowledge Management Processes	Abdollahi et al., 2023); Kordab (2020); Migdadi, (2020).
Knowledge Acquisition 1. Our agency consistently gathers insights regarding our competitors. 2. Our agency consistently gathers information acquired from the internet. 3. Our agency regularly captures knowledge obtained from suppliers and clients. 4. Our agency consistently gathers insights on the development of new services and products.	
Knowledge Creation 1. Our agency consistently generates innovative concepts regarding our products and services. 2. Our agency consistently generates innovative concepts regarding our procedures and methods of operation. 3. Our agency comes up with a creative solution when a conventional method fails. 4. Our agency leverages established expertise innovatively for novel implementations.	
Knowledge Sharing 1. Information and knowledge are actively shared among the departments within our agency. 2. Various departments within our agency consistently exchange information and expertise with one another. 3. Our agency, employees, and managers engage in the exchange of information and knowledge. 4. Our agency provides partners with an abundant supply of information and insights.	
Knowledge Storage and Documentation 1. Our agency diligently refines, organizes, and archives the acquired information. 2. Our agency has valuable licenses.	

3. We routinely capture in writing the knowledge acquired through experience in our agency. 4. We ensure that the most significant experiences acquired are meticulously recorded in our agency.	
Innovation Capability	Aktar (2023); Americo(2022); De Medeiros *et al.*, (2022); Jeong and Chung, (2023)
1. We can apply attained knowledge in developing new programs and itineraries. 2. Our agency can adapt its own products and procedures to suit shifts in the market. 3. Our agency motivates staff members to take part in initiatives like product development and innovation procedures in order to provide new ideas. 4. Staff can constantly assess innovative ideas from clients, vendors, etc., and attempt to apply them to the development of new products.	

Study population and Data Collection

Travel agencies are essential stakeholders in the tourism sector and are pivotal to its development and success. The sample frame included travel agencies category (A) due to their licensure for all travel and tourism operations. These operations include outbound and inbound tourism, including the organization of package trips both outside and inside Egypt, religious tourism, and several other tourist-related activities (ElAzab and AlRomeedy, 2024).

The Ministry of Tourism and Antiquities (2021) reports that Cairo, Egypt, is home to 1,254 travel agencies. To execute the study, the researchers contacted many travel agencies in Cairo and sent specific questionnaire packages to the Human Resources Management offices, who consented to disseminate the packets to diverse employees upon formal request. To mitigate common technique bias, Human Resources workers were instructed to disseminate the questionnaire across various employee categories. Goodhue *et al.* (2012) suggested that the optimal research sample size should be between 10 and 20 times the number of latent constructs. Consequently, the required sample size for the research was determined to be between 240 and 480, which seems more suitable for analysis considering the inclusion of nine latent variables. A large sample size is advantageous to mitigate the risk of nonresponse bias (Cheung *et al.*, 2017). 400 questionnaires were sent to 50 agencies (8 per agency), with forty returned within a three-week span in August 2024, resulting in a response rate of 90%. Only 360 replies were deemed appropriate for further examination.

The data for this research were collected from diverse persons employed in outbound, inbound tourism, reservations, religious tourism, marketing and sales, and transportation divisions within these companies.

A questionnaire survey was used to gather data on travel agencies workers' perceptions of their organization's implementation of the knowledge management process.

Data Analysis Result and Discussion

The analysis of the data was conducted utilizing (PLS-SEM) within the WarpPLS 7.0 software (Kock, 2021). (PLS-SEM) is a commonly employed method in the empirical tourist management literature (Al-Azab and Al-Romeedy, 2023). This methodology is

suitable for the evaluation of extensive structural models that incorporate both indirect and direct pathways among multiple-item variables. (Manley *et al*., 2021). The data analysis methodology involved a three-stage process: first, the evaluation of reliability and validity; the second step is the evaluation of the measurement model, and the third step is the analysis of the structural model. The measurement constructs were subjected to factorial validity testing to evaluate their significance and interpretation. The exploratory factor analysis utilized the maximum likelihood method in conjunction with Promax rotation. Factor extraction was based on a minimum eigenvalue of (1), while a factor loading of (0.5) was employed for enhanced accuracy as proposed by Hair *et al*. (2010). All item loadings in the current investigation, which ranged from (0.627) to (0.863), were computed and viewed to be acceptable.

Given that each element within the theoretical framework was assessed using multiple indicators, it was imperative to examine the internal consistency. The assessment of internal consistency was conducted through the utilization of Cronbach's Alpha (α) coefficient to ascertain the reliability of the eleven factors retained, as illustrated in table (3). The values of the coefficients varied from (0.732) for Knowledge Acquisition to (0.833) for organizational Learning, indicating satisfactory findings in the reliability assessment of all elements. Subsequently, the aforementioned elements underwent scrutiny for convergent validity, encompassing the factor loading of each indicator, composite reliability (CR), and the average variance extracted (AVE). A composite reliability threshold of (0.7) was deemed satisfactory, while an (AVE) equal to or exceeding (0.5) was considered appropriate (Shrestha, 2021).

As shown in Table (2), the composite reliability for all variables is deemed adequate, with values exceeding (0.7), falling within the range of (0.802) to (0.889). Furthermore, in accordance with Hair et al., (2010) predefined criteria, the convergent validity of the scales is established as the AVE values surpass 0.5, falling within the range of (0.505) to (0.667). According to Hair *et al*. (2019), the Forner-Lacker criterion, cross loadings, and the Heterotrait-Monotrait Ratio (HTMT) can all be used to evaluate discriminant validity. An item must have a greater outer loading within a construct than the cross loadings of the identical item in any other construct in order to demonstrate discriminant validity. Because each item's outer loading inside the construct was greater than its cross loading within any other construct, the results verified the discriminant validity of latent variables. A comparison is made between the square root of the average variance extracted (AVE) for each component and its correlation to another factor in order to determine the discriminant validity of the Fornell-Larcker criteria. Specifically, according to these criteria, the square root of the (AVE) for each component must be higher than the correlation that it has with any other latent variable.

Table (3) illustrates that the findings demonstrated that the square root of the average variance extracted (AVE) for each item was higher than its connection with other related components.

Table (2) Factorial validity, reliability, and convergent validity

Construct	Item	Loading	A	CR	AVE
Organizational Learning	ORG1	0.863	0.816	0.879	0.646
	ORG2	0.795			
	ORG3	0.762			
	ORG4	0.791			
Knowledge Acquisition and Creation	KCR1	0.714	0.770	0.802	0.505
	KCR2	0.782			
	KCR3	0.627			
	KCR4	0.711			
Knowledge Sharing	KSH1	0.801	0.833	0.889	0.667
	KSH2	0.847			
	KSH3	0.786			
	KSH4	0.832			
Knowledge Storage and Documentation	KSD1	0.720	0.759	0.847	0.581
	KSD2	0.785			
	KSD3	0.776			
	KSD4	0.766			
Knowledge Implementation	KAC1	0.795	0.732	0.833	0.556
	KAC2	0.668			
	KAC3	0.749			
	KAC4	0.765			
Innovation Capabilities	INN1	0.537	0.746	0.842	578
	INN2	0.833			
	INN3	0.832			
	INN4	0.798			

Table (3) Correlations among Variables

	ORG	KCR	KSH	KSD	KAQ	INN
ORG	0.803					
KCR	0.686	0.711				
KSH	0.773	0.708	0.817			
KSD	0.655	0.688	0.746	0.762		
KAC	0.754	0.680	0.772	0.726	0.746	
INN	0.593	0.454	0.599	0.555	0.640	0.760

The second phase in the analysis method was to perform a confirmatory factor analysis. Research model quality and model fit indexes. Before putting the hypotheses to the test, a variety of model fit indices were used in order to assess the model's capacity to accurately represent the data. As per the findings of Kock (2021), every single model fit and quality index result is in accordance with the conditions that are shown in table (4).

Table (4) Model fit and quality indices

	Assessment	Criterion	Supported/rejected
(APC)	0.486, P< 0.001	P < 0.05	Supported
(ARS)	0.537, P< 0.001	P < 0.05	Supported
(AARS)	0.533, P< 0.001	P < 0.05	Supported
(AVIF)	2.889	< = 5 is accepted	Supported
(AFVIF)	2.935	< = 5 is accepted	Supported
(GOF)	0.562	≥ 0.36 = large, ≥ 0.25 = medium, ≥ 0.1 = small	Supported
(SPR)	1.000	> 0.7 is accepted, 1 is Ideal	Supported
(RSCR)	1.000	> 0.9 is accepted, 1 is Ideal	Supported
(SSR)	1.000	> 0.7 is accepted	Supported

In the third step, (SEM) was used to test the research hypotheses. Hypotheses examined through measuring the direct effects among latent variables. Referring to Figure (2) Table (5), findings from the hypotheses testing demonstrated that all hypotheses were statistically significant which $P < (0.01)$.
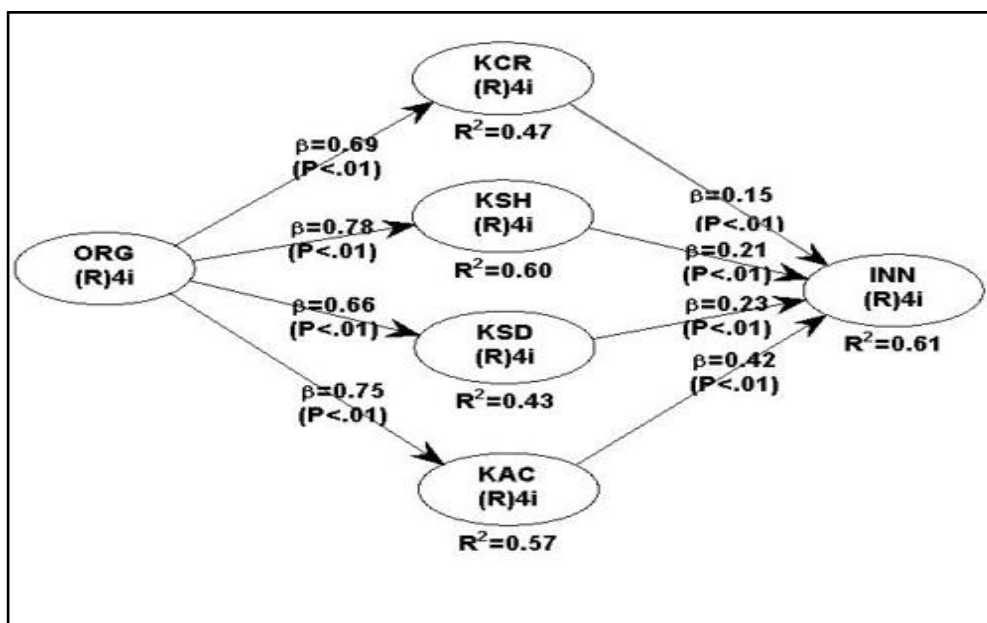

Figure (2) Measurement model

Table (5) Hypotheses Testing

Hypotheses	B value	Effect size	sig	Result
H1. ORG ‣ KCR	0.689	0.474	P<0.01	supported
H2. ORG ‣ KSH	0.776	0.603	P<0.01	supported
H3. ORG ‣ KSD	0.656	0.430	P<0.01	supported
H4. ORG ‣ KIM	0.755	0.570	P<0.01	supported
H5. KCR ‣ INN	0.146	0.167	P<0.01	supported
H6. KSH ‣ INN	0.214	0.130	P<0.01	supported
H7. KSD ‣ INN	0.229	0.135	P<0.01	supported
H8. KAC ‣ INN	0.421	0.274	P<0.01	supported
H9. ORG ‣ KM ‣ INN	0.735	0.434	P<0.01	supported

In addition, the data demonstrated that the OL had a favorable impact on the KM procedures at each level of the (H1, H2, H3, and H4) processes. As a result, it can be demonstrated that there exists a positive correlation between organizational learning and the process of knowledge generation (β= 0.68, ES= 0.474 and P < 0.01), which lends credence to the hypothesis (H1).

Also, there is a positive link with the knowledge sharing process (β= 0.78, ES= 0.603 and P < 0.01) supporting (H2). Furthermore, results indicated to appositive correlation between the OL and the process of knowledge storage and documentation (β= 0.66, ES= 0.430 and P < 0.01) supporting (H3). Moreover, there is a direct link between the OL and the process of Knowledge implementation (β= 0.76, ES= 0.570 and P < 0.01) supporting (H4). According to respondents in Egyptian travel agencies, OL is considered as a support for knowledge management practices. KM is also regarded as a vital factor in learning and making organization 's culture innovative through creating and applying experience and experiments. Previously studies in the literature review, revealed similar results (Amitabh *et al.*, 2022; Anand *et al.,* 2023.)

Additionally, the findings brought to light the clear connection that exists between all of the activities involved in knowledge management and the innovative skills and competencies, that underpin Hypotheses (H5, H6, H7, and H8). Hence, it can be noted that there exists a positive link between the process of knowledge acquisition and creation and the capacities of organizational innovation (β = 0.15, ES= 0.167, and P < 0.01), which lends credence to the hypothesis that (H5) is true. Agencies that implement knowledge creation processes effectively have better ability to connect knowledge in new and unique ways and produce innovative and new goods and services to create value for tourists. This result corresponds to previous studies of Alsaied and Alkhoraif (2024) and Azzem *et al*. (2021), which affirmed this relationship. In addition, it is worth noting that there exists a clear connection between the process of Knowledge Sharing and the capacities of organizational innovation (β = 0.21, ES= 0.130, and P < 0.01), which lends credence to the hypothesis (H6).

According to respondents, the process of sharing knowledge, experience and skills in travel agencies, contributes in carrying out any innovation initiatives. They also added that the engagement of employees in knowledge sharing ameliorates their skills and competencies which enhance their abilities to develop new routines and practices. This relationship between Knowledge sharing and IC was validated in previous researches (Alsaied and Alkhoraif, 2024; Kordab *et al*., 2020). Furthermore, it is worth noting that there exists a clear association between the KM of the process of storage and documentation and the capacities of the organization to innovate (β= 0.22, ES= 0.135, and P < 0.01), which lends credence to the hypothesis (H7). Respondents clarified that innovation is significantly facilitated by an agency's capacity to retain, evaluate, and use its current knowledge. Lastly, it is worth noting that there exists a direct link between the process of knowledge implementation and the capacities of organizational innovation (β= 0.42, ES= 0.274, and P < 0.01), which lends credence to the hypothesis that (H8) is true. These findings are in consistent with the findings of the researches of both Kordab *et al.* (2020) and Alsaied and Alkhoraif, (2024).

Finally, knowledge management processes positively mediate the relationship between the organizational learning practices and the organizational innovation capabilities (β= 0.735, ES= 0.434 and P < 0.01) supporting H9.

The previous results affirm the notion of that tourism businesses must comprehend and apply (KM) to renew their processes, services and products, to innovate with radical,

incremental and more sustainable new business models. (Muskat *et al.*, 2021; Ritsri and Meeprom, 2020 ; Ruiz-Ortega *et al*., 2021 ; Mwesiumo *et al*., 2022).

Conclusion and Practical Implications

Knowledge-based organizations is considered as a new paradigm for tourism business. (KM) is essential for supporting its core business processes. This study examined the mediating role of (KM) in the relationship between (OL) and (IC). Researchers come to conclusion that KM acts wholly as a conduit in the relationship between OL and IC. The study has proven that OL, on itself, cannot influence IC in Egyptian travel agencies, implying that knowledge resources that are acquired, shared and applied must be used to enhance the quality of services and processes in order to increase IC. On the other hand, OL remains a fundamental factor that promotes Egyptian travel agencies IC.

This study provides valuable insights for managers in the Egyptian travel agencies sector, emphasizing the critical role of Knowledge Management (KM) in enhancing Innovation Capabilities (IC). Managers should focus on implementing comprehensive KM practices, including knowledge acquisition, sharing, storage, and application, to foster a culture of innovation. Specifically, travel agencies have to invest in employees training programs to enhance their ability to acquire and apply knowledge effectively. Concerning technology adoption, travel agencies should take into consideration the advanced tools such as big data analytics, artificial intelligence, and cloud-based knowledge repositories to streamline knowledge processes. Managers can also encourage inter-departmental and external collaboration with stakeholders, such as suppliers and customers, to create a dynamic knowledge-sharing environment. Employees can utilize stored and applied knowledge to develop new tourism products, improve customer experiences, and maintain competitiveness in a volatile market. By adopting these practices, Egyptian travel agencies can improve their innovative capabilities, operational efficiency, adapt to market changes, and achieve sustainable growth.

Future Researches

By expanding the scope, considering technological impact, future research can build upon investigate the role of emerging technologies, such as artificial intelligence and blockchain, in enhancing KM practices and innovation.

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العلاقة التداخلية بين عمليات التعلم التنظيمي وإدارة المعرفة لتعزيز القدرات الابتكارية

في شركات السياحة المصرية

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معلومات المقالة	الملخص
الكلمات المفتاحية إدارة المعرفة؛ التعلم التنظيمي؛ القدرات الديناميكية؛ القدرات الابتكارية. **(JAAUTH)** **المجلد 28، العدد 1،** **(2025)،** **ص 106-123.**	مع ظهور الاقتصاد المبني على المعرفة، تسعى شركات السياحة لتعزيز قدراتها الابتكارية باعتبارها سببا لبقائها ونموها وأحد أهم مصادر تحقيق ميزتها التنافسية. من هذا المنطلق أصبح لزاماً على شركات السياحة أن تركز جهودها في إيجاد الثقافة التنظيمية التي تؤكد على أهمية التعلم وإدارة المعرفة. يهدف هذا البحث إلى دراسة تأثير دورة إدارة المعرفة بالكامل، التي تشمل أربع مراحل (توليد المعرفة، التوثيق، المشاركة، والاستخدام)، على العلاقة بين التعلم التنظيمي والقدرات الابتكارية في شركات السياحة المصرية. تم بناء نموذج البحث والتحقق من صحته باستخدام تقنيات نمذجة المعادلات الهيكلية باستخدام المربعات الجزئية الصغرى (PLS-SEM). كما تم جمع المعلومات من خلال استبيان موحد تم توزيعه على 400 موظف من 50 شركة من شركات السياحة فئة (أ) عينة الدراسة في مدينة القاهرة. بلغ معدل الاستجابة 90%. وخلصت نتائج البحث إلى أنه في ظل بيئة الأعمال الديناميكية الحالية، فإن كل من عمليتي إدارة المعرفة والتعلم التي تتم داخل المنظمة، يمكن اعتبارهما من المتغيرات الهامة لتعزيز القدرات الابتكارية لدى شركات السياحة المصرية. وقدمت الدراسة عدد من التوصيات التي تعمل على تحسين الممارسات الفعلية لعمليات التعلم التنظيمي وإدارة المعرفة داخل الشركات.