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MEASURING THE RELATIONSHIP BETWEEN KNOWLEDGE MANAGEMENT, ORGANIZATIONAL LEARNING, AND INNOVATION: A STUDY OF JAMMU & KASHMIR TOURISM DEVELOPMENT CORPORATION, INDIA

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ABSTRACT

The present research focuses on the impact of Knowledge Management and Organizational Learning on Innovation in tourism organization. This study works on a model with Knowledge Management and Organizational Learning as inputs to promote Innovation. The study has used the descriptive research method, for which the data were collected through a questionnaire from 101 employees of Jammu and Kashmir Tourism Development Corporation (JKTDC) by adopting a census approach. Further regression analysis was applied to find the cause and effect relationship between Knowledge Management, Organizational Learning, and Innovation. Overall the study found that Knowledge Management has no significant effect on Innovation in the organization. While Organizational Learning significantly affects Innovation. It was also found that there is a significant difference in practicing Knowledge Management, Organizational Learning, and Innovation between levels of management. No significant difference was found regarding practicing Knowledge Management, Organizational Learning, and Innovation based on gender in the organization.

KEYWORDS

Knowledge Management; Organizational Learning; Innovation; JKTDC

ECONLIT KEYS:

M5; Z32; Z39; L83

1. INTRODUCTION

The twenty-first-century economy is enlightened with the properties of globalization, inter-connectivity, and intangibility. Organizations need to focus on new challenges. In particular, the notion of Managing knowledge can assist the tourism industry in improving overall development and bringing innovation to the organization. Knowledge is essential for an organization as a powerful resource for its employees and the enterprise itself. It is well known that the industrial revolution has come because of the knowledge that has transformed industries and human capital. It is an essential tool for tourism destinations and entrepreneurs to utilize knowledge effectively and the aspects linked with knowledge management to bring innovations and new product and service development. The flow of information helps develop creative ideas in the firm and synergies between the employees. Knowledge Management creates a platform for every employee in the organization to acquire, store, utilize and transfer the knowledge to other employees working in the company to contribute positively to gaining a competitive advantage in the changing era of business enterprises. However, the researchers have addressed the Knowledge Management, Organizational Learning, and Innovation relationship differently.

To this end, Davenport & Prusak (1998) studied the relationship between Organizational Learning and Knowledge Management; Liao et al. (2008) established and studied the constructs of Knowledge Management concerning Organizational Learning Innovation. Marko & Verica (2013) studied the mediating effect of innovation on organizational performance and the relation of knowledge management with organizational performance. Skerlavaj et al. (2010) studied the model of innovativeness due to the impact of the organizational learning culture. Schumpeter (1934) identified an essential innovation tool for development. Darroch & Mcnaughton (2002) stated that management of knowledge and learning in organizational and innovation could not be separated. Farooq (2018) states that knowledge sharing is a successful predictor of knowledge management. Knowledge

sharing further has determinants in terms of motivation, trust, and support of management, the culture of organizations, and information & communication technology.

Regarding open innovation, knowledge management can catalyze productive capabilities, Lopes et al. (2017) suggested knowledge management promotes sustainable innovation. Abbas et al. (2020) specify that organizational learning and knowledge management mediates sustainable organizational innovation. These three aspects seem to be successfully implemented by large business organizations. It was also seen that smaller enterprises have also neglected these approaches in their organizations. But the tourism industry was far behind and largely ignored.

Concerning tourism organizations, gaps in knowledge management, organizational learning, and innovation concepts in tourism enterprises were identified. The tourism industry in India is anticipated to grow 6.7% by 2029, supporting the economy with Rs 35 trillion. The shift in tourist arrival toward India is expected to grow to 30.5 billion by 2028 (Nangia Andersen LLP & FICCI, 2021). Thus, it becomes imperative for the organizations like Jammu and Kashmir Tourism Development Corporation (JKTDC), which act as the primary organization to receive and manage those tourists for logistic and infrastructural support, to apply concepts of Knowledge Management, Organizational Learning, and Innovation to accelerate the identified growth. Thus, the perception of the concepts of Knowledge Management execution and its association with the dimensions of Organizational Learning and Innovation in the tourism industry is required. Therefore, the present study is an attempt to examine the inter-relation between such conceptions in tourism, which are well-thought-out and valuable for large business organizations.

2. LITERATURE REVIEW

2.1) KNOWLEDGE MANAGEMENT

The notion of management of knowledge has gained a lot of scope and progress in business enterprises in the previous 20 years. However, various organizations still do not understand the concept of Knowledge Management (Darroch & Mcnaughton, 2002). Wenger (2004) states that knowledge in an organization is the main source of key competitive advantage. Wolf (2000) states that the embedding of Knowledge

Management in an organization can be seen in many constituents and given the following three steps for managing the knowledge in any organization:

- Identification of knowledge that is valuable to an organization, which gives support to the organization's strategies.
- Identify the source of the valuable knowledge, identify how to create understanding, and transfer it into the organizational context.
- Implement the knowledge management process as the basic part of organizational processes.

APQC¹ (1998) is the management concept that deals with the efficient acquiring, construction, distribution, and utilization of information in organizations, leading to the competitive advantage of consistent and rapid innovation. For Wiig (1995), Knowledge Management is (i) to make the enterprise intelligent to protect its capability and achievements and (ii) to understand the finest assessment of the resources of knowledge. And to Darroch & Mcnaughton (2002) organizational process that creates, identifies, and administers the bundle of information in an organization to ensure that the organization and its employees use the organizational knowledge positively to better the organization to achieve long-term benefits. Debowsky (2006) understood knowledge management as identifying, obtaining, organizing, and disseminating the intellectual assets essential to organizations to enhance performance. And Zaei (2014) argued that the knowledge management concept acts as the main element of strategy for a learning enterprise. It is the experience of advancement in information technology. The competitive world has challenged the tourism industry, and the tourism industry needs to adopt a well-developed Knowledge Management system as a base for competitive advantage. Weggeman & Cornelissen (1997) understood the notion of Knowledge Management in terms of the “knowledge value chain”. The conceptualization of the value chain that he formulates defines or locates the different stages of Knowledge Management, from information generation to commercialization and diffusion. Two distinguished and interrelated diverse approaches to knowledge management, in terms of element and process, significantly impact corporate social responsibility. The persistent strategic dedication and organizational culture are vital elements for the effective implementation of Knowledge Management (Gunjal, 2005). Decision-making acts as

¹ More info available at: <https://www.apqc.org/expertise/knowledge-management>

a moderator and significantly impacts the relationship between knowledge management and organizational performance (Abubakar et al., 2019). The various dimensions of knowledge management are mentioned in table 1.

Dimensions	Description
Knowledge Acquisition	Knowledge acquisition is a systematic process of acquiring the required new and old information by the employees from the different stakeholders (Gold et al., 2001; Darroch & Mcnaughton, 2003; Slavkovi & Babi, 2013; Tantray et al., 2017).
Knowledge Sharing	Knowledge sharing describes the ways of disseminating information within the organization collected by the employees for future actions and requirements (Gold et al., 2001; Darroch & Mcnaughton, 2003; Slavkovi & Babi, 2013; Tantray et al., 2017).
Knowledge Utilization	Knowledge utilization describes the ways of accumulating knowledge within an organization for problem-solving, innovation, and productivity (Gold et al., 2001; Darroch & Mcnaughton, 2003; Slavkovi & Babi, 2013; Tantray et al., 2017).

Table 1: Knowledge Management Dimensions and Descriptions.
Source: Tantray et al., 2017.

2.2) ORGANIZATIONAL LEARNING

The current era of business organizations is to learn from previous mistakes, failures, and successes. The need is to get adapted to the changing business environment. Organizational learning is being treated as the backbone of the industry. The corporate learning model was introduced and used by March at Carnegie Mellon University. Learning in an organization is a vital requirement of a firm in a highly changing business environment (March & Simon, 1958). According to Edmondson & Moingeon (1996), organizational learning assesses knowledge organizations to increase organizational capacity for new production, correct mistakes, and develop knowledge for a healthy and sound output. Huber (1991) and Garavan (1997) have seen organizational learning as a process composed of four steps: knowledge acquisition, knowledge dissemination, knowledge interpretation, and knowledge storage. Various authors have studied organizational learning under multiple variables (Argyris & Schon, 1997; Liao et al., 2008) and identified learning under three dimensions: firstly, commitment to learn, secondly shared vision, and the last as open-mindedness, while Kiziloglu (2015) has added inter-organizational knowledge sharing in addition to the previous three variables in their study. For Liao et al. (2008), organizational learning is the process that develops new knowledge.

Huber (1991) states that organizational learning is a positive input factor for innovation, leading to the development of new products and services. Organizational learning is acquiring knowledge, skills, attitude, and opinions (Cardinal et al., 2001; Adams & Lamont, 2003; Darroch & Mcnaughton, 2002). The relationship of knowledge management with organizational learning was always present, but it got more focus from industries and researchers in the last decade because of the cut-throat competition between the organizations. According to Salim & Sulaiman (2011), to deal with the present universe and high market competition, it has become imperative for organizations to build up new strategies to learn, which can provide them a well competitive advantage. Skerlavaj et al. (2010) test a model of innovativeness improved due to the impact of the organizational learning culture. According to the researcher, the organizational learning culture directly affects innovation positively and has a mediating effect that the researcher studied through the structural equation model. The organization should not only rely on collaborations in terms of resources but must have a clear framework of innovation to promote organizational performance (Chung et al., 2019; Khan & Khan, 2019) has used the diffusion innovation theory to the determination the relationship between transformational leadership and innovation through the mediating variable learning. Social media catalyzes organizational learning in the new product development process (Zhan et al., 2020). The various dimensions of organizational learning have been stated in table 2.

Open-mindedness	Open-mindedness is the organization's emphasis on implementing new ideas and innovations (Liao & Wu, 2010; Tantray et al., 2017; Iqbal et al., 2019).
Shared vision	Organizations' superiours share their vision and future with their members (Liao & Wu, 2010; Tantray et al., 2017; Iqbal et al., 2019).
Commitment to learn	Commitment to learning is the organization's dedication to learning as a basic (Liao & Wu, 2010; Tantray et al., 2017; Iqbal et al., 2019).

Table 2: Organizational learning Dimensions and Descriptions.
Source: Tantray et al., 2017.

2.3) INNOVATION

The word “innovate has been derived from the Latin word “Innovore”, which depicts change, making something new, renewing something. The literature gives a

wide range of definitions for innovation from different authors during different periods; Drucker (1985) states that Innovation is the course of action taken to transform information or knowledge for economic and social benefits. For Gopalakrishnan & Damanpour (1997), innovation is said to be when there is a change in the organizational environment. The various authors have insisted upon the two types of innovation, i.e., product innovation and process innovation (Table 3). For Freeman (1982) industrial innovation comprises technological, plant process-design, production, managing, and other business actions in commercializing innovative or re-innovated products.

It also includes the primary commercial exercise of new and re-innovated processes or equipment. European Commission (2004) Innovation is a group of activities performed to develop performance, execute innovative or considerably better products and services, redesign distribution and manufacturing procedures, and use marketing and managerial system tools. Lewin (1948) understood innovation as a three-step process: unfreezing, change, and freezing. Newell et al. (2002) new ways of innovation are being used by organizations that are different from traditional ones and more interactive.

Knowledge management exerts a vital influence on the organizational innovation process. Liao et al. (2008) termed an innovation a base for competitive advantage. In earlier times, innovation was associated with research and development, but over time, the researchers used the term innovation in different contexts; Dougherty & Hardy (1996) understood innovation in aspects of making business, i.e., the discovery, development, and utilization of innovative products. Liao et al. (2008) have understood innovation in process innovation. Further, another group of researchers has seen Innovation as a function having multi-dimensions. Vigoda-Gadot et al. (2005) have given five dimensions of innovation areas (creativity in work, ability to take risks, openness to change, and compass reading to the Future-Pro-activeness). Peters & Waterman (1982) suggest that Innovation acts as a means by which organizations react to environmental changes. Tushman & Nadler (1986) refer to Innovation as the new ideas, methods, products, and services adopted in an organization. (Liao et al., 2008; Liao & Wu, 2010) have studied the relationship between Knowledge Inertia, Organizational Learning, and Innovation. Which reflected the relationship between the three variables is positive. Skerlavaj et al. (2010) test a model of innovativeness enhanced due to the impact of an

organizational learning culture. Davenport & Prusak (1998) have a relationship between Organizational Learning and Knowledge Management. Organizations facing certain market inefficiencies collaborate with innovation intermediaries (Lin et al., 2018). Innovation helps organizations minimize risk surroundings and resource restraints (Zouaghi et al., 2018). The hurdles with employees and the organization's attitude significantly impact innovation and innovation performance (Hartono & Kusumawardhani, 2019).

Product Innovation	Product innovation is the apparent novelty, novelty, and rareness of existing products and services (Liao et al., 2008; Liao & Wu, 2010; Slavkovi & Babi, 2013; Tantray et al., 2017; Iqbal et al., 2019).
Process Innovation	Process innovation is the advancement in the technology, machinery, or ways of doing business (Liao et al., 2008; Liao & Wu, 2010; Slavkovi & Babi, 2013; Tantray et al., 2017; Iqbal et al., 2019).

Table 3: Innovation Dimensions and Description.

Source: Tantray et al., 2017.

2.4) CONCEPTUAL FRAMEWORK: OBJECTIVES AND HYPOTHESES DEVELOPMENT

After going through the literature review, it is possible to develop the conceptual model and summarize the study's hypothesis. The proposed model for this research is depicted in figure 1, where Knowledge Management is studied under three constructs Knowledge Acquisition, Knowledge Sharing, and Knowledge Utilization. The organizational learning is also composed of three constructs Open-Mindedness, Shared Vision of employees, and Commitment of employees towards Learning. Finally, the Innovation is composed of two constructs, Product and Process Innovation, and the research hypotheses were developed as shown in figure 1.

Research Objectives

The study endeavors to develop a link between the concept of Knowledge Management and Organizational Innovation; secondly, the concept of Organizational Learning and Innovation; apart from the theoretical importance, the research objective of the study has been delineated as per the defined conceptual framework. Firstly, the study investigates the impact of Knowledge Management on Innovation.

Secondly, it identifies the impact of Organizational Learning on Innovation in Jammu and Kashmir Tourism Development Corporation Ltd.

Based on the above-mentioned objectives, the knowledge management approach adopted (Gold et al., 2001; Darroch & Mcnaughton, 2003; Slavkovi & Babi, 2013; Tantray et al., 2017) was described under the acquisition, sharing, and utilization process. Organizational learning was analyzed through open-mindedness, shared vision, and commitment to learning (Liao & Wu, 2010; Tantray et al., 2017; Iqbal et al., 2019). Organizational Innovation was understood through product and process innovation (Liao et al., 2008; Liao & Wu, 2010; Slavkovi & Babi, 2013; Tantray et al., 2017; Iqbal et al., 2019)

The study was based on the following hypotheses:

H1: Knowledge Management has a positive and significant effect on Organizational Innovation.

H2: Organizational Learning positively contributes to Organizational Innovation.

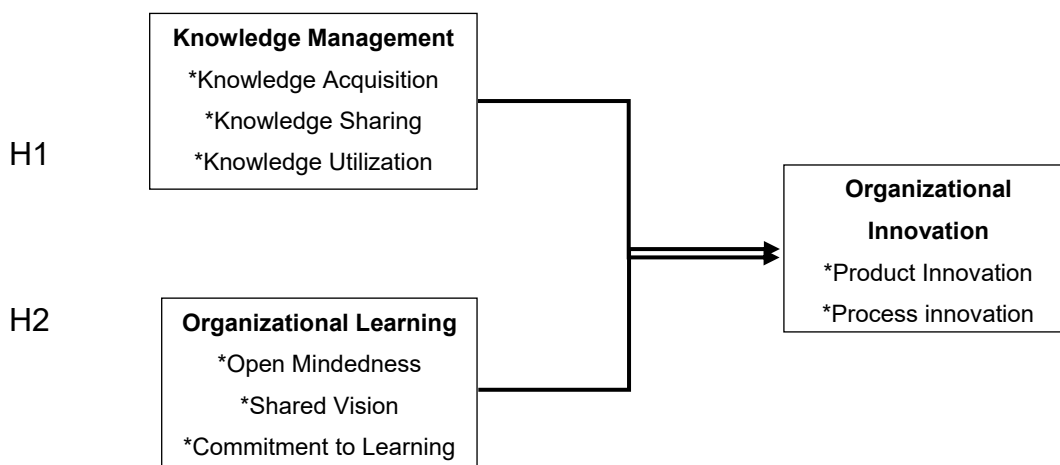


Figure 1: Conceptual Model.
Source: Developed by Authors.

3. RESEARCH DESIGN AND METHODOLOGY

The study follows the descriptive research design. Therefore, a systematic and organized methodology is utilized for the research. Deciding the study area is necessary to ensure that the study remains focused. The population for this study is employees of Jammu & Kashmir Tourism Development Corporation Ltd. The said organization was considered using the frame applied by Alrubaiee et al. (2015), which suggests collecting the data from the top and middle-level employees of the

organization. The Jammu and Kashmir Tourism Development Corporation Limited was taken as the organization for this study because it is the only organization providing a diversified product and service experience to its customers in Jammu and Kashmir, which receives a strong flow of tourists from across the globe.

3.1) DATA COLLECTION

The proposed study model was tested on data obtained by a structured questionnaire distributed to top and middle-level employees of Jammu and Kashmir Tourism Development Corporation Ltd.

The researcher used a structured questionnaire for which the items were taken from the existing Knowledge Management, Organizational Learning, and Innovation scales, respectively, as shown in Tables (5, 6, and 7). A total of 126 questionnaires were distributed, and we got 101 valid questionnaires from the given population with a response rate of 80.15%. The questionnaire was administered in English, in which the male respondents constituted the majority of 81.2%, while females constituted 18.8%. However, according to the management level, the top level constitutes about 15.8%, while the middle level constitutes the majority of 84.2% of Jammu and Kashmir Tourism Development Corporation Ltd.

Demographic variables		Frequency	%
Gender	Male	82	81.2
	Female	19	18.8
Levels of Management	Top Level	16	15.8
	Middle Level	85	84.2

Table 4: Demographic results of respondents.
Source: Author's elaboration.

3.2) MEASUREMENT SCALES

The measures of the study variables were adopted from various existing measurement scales validated in the past through statistical techniques by the previous authors and were adopted in the context of the tourism industry. The final scale comprises 50 items where respondents respond to their answers through the Likert scale shown in tables (5, 6, and 7)

Dimensions of Knowledge Management	Questions	References
Knowledge Acquisition	<p>1.-My Organization captures and uses knowledge obtained from other industry sources such as industry associations, competitors, clients, and suppliers</p> <p>2.-My Organization acquires knowledge from public research institutes, government laboratories, and universities.</p> <p>3.-My Organization has a process of acquiring knowledge from the customers</p> <p>4.-My Organization acquires knowledge from professionals and experts in their area of expertise.</p> <p>5.-My organizations frequently send employees to various seminars, workshops, and conferences to acquire knowledge</p> <p>6.-Our competitors are an extremely important source for learning new methods and services</p> <p>7.-My Organization has a process of acquiring new knowledge from existing knowledge</p> <p>8.-My organization has employees who work to acquire new knowledge.</p>	Gold et al., 2001; Darroch & Mcnaughton 2003; Slavkovi & Babi, 2013; Tantray et al., 2017
Knowledge Sharing	<p>9.-My Organization has a formal mechanism of exchanging the best practice regarding work performance in different parts of organization.</p> <p>10.-Employees are intensive in sharing best practices regarding work with their colleagues.</p> <p>11.-My Organization has a two-way communication process for employees to exchange their knowledge and experience.</p> <p>12.-Employees share ideas and knowledge with their colleagues on daily bases in the organization</p> <p>13.-Knowledge sharing is often facilitated in my organization through special events, regular meetings, etc.</p> <p>14.-In my organization, People with similar interests are encouraged to work to solve the problem. together</p> <p>15.-My Organization has an open environment for collecting and distributing suggestions from employees, customers, and business partners.</p>	
Knowledge Utilization	<p>16.-My organization has a process for applying knowledge learned from experiences, experts, and colleagues.</p> <p>17.-My organization has a process for using knowledge to develop new products/services and for innovation.</p> <p>18.-Suggestions from the clients/customers are often used for improving product/service processes in my organization.</p> <p>19.-My Organization enables the application of knowledge and experience to improve work efficiency.</p> <p>20.-In my organization, Employee knowledge is used for practical purposes.</p> <p>21.-My Organization encourages employees sharing the same interest to work together in solving problems.</p> <p>22.-My Organization quickly utilizes knowledge to critical competitive needs.</p>	

Table 5: Scale for Measuring Knowledge Management.

Source: Author's elaboration.

Dimensions of Organizational Learning	Questions	References
Commitment to learn	<p>1.-My Organizations' ability to learn is the key to competitive advantage</p> <p>2.-My Organization has to learn as key to improvement as a basic value.</p> <p>3.-My Organization considers learning as an investment, not an expense for organizations.</p> <p>4.-My Organization considers learning an essential commodity for organizational survival.</p>	Liao & Wu 2010; Tantray et al., 2017; Iqbal et al., 2019
Shared vision	<p>5.-In my organization, there is a commonality of purpose.</p> <p>6.-Organization chiefs share the future vision with the members of my organization.</p> <p>7.-In my organization, top management repeatedly emphasizes the importance of knowledge sharing.</p> <p>8.-In my organization, Employees view themselves as partners in charting the organization's direction.</p>	

Open-mindedness	<p>9.-My Organization does not stick to its old way of thinking but encourages innovative ideas.</p> <p>10.-The employees are not afraid to reveal critically shared assumptions about the organization's customers.</p> <p>11.-The employees in this organization realize that how they perceive the market must be continuously questioned.</p> <p>12.-The employees collectively question their own bias about how they interpret information about the market and customers.</p>	
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Table 6: Scale for measuring Organizational Learning
Source: Author's elaboration.

Dimensions of Innovation	Questions	References
Product Innovation	<p>1.-My Organization is often the first to market to introduce new tour packages in the market.</p> <p>2.-My Organization continuously improves the transportation facility for tourists.</p> <p>3.-My Organization's products are often perceived as very novel by customers.</p> <p>4.-My Organization often introduces new products/services to take us up against new competitors.</p> <p>5.-My Organization has introduced more new products/services than other competitors in the market in the last three years.</p> <p>6.-My organization quickly copes with market requirements to develop new products.</p> <p>7.-My Organization continuously improves old products to introduce new, quality products to market.</p> <p>8.-My Organization continuously redesigns its products to enter new emerging markets.</p> <p>9.-My Organization is often the first market to introduce new tour packages in the market.</p>	Liao et al., 2008; Liao & Wu, 2010; Slavkovi & Babi, 2013; Tantray et al., 2017; Iqbal et al., 2019
Process Innovation	<p>10.-My Organization continuously improves its business processes.</p> <p>11.-My Organization introduces novelties into ways of doing business.</p> <p>12.-My Organization supports employees in trying new ways of doing things.</p> <p>13.-My Organization improvises with new methods when we cannot solve a problem with conventional methods.</p> <p>14.-My Organization is very cautious in adopting innovative ideas.</p> <p>15.-My Organization encourages people to think and behave in original and novel ways.</p> <p>16.-My Organization changes the organizational process at an incredible speed as compared to competitors.</p>	

Table 7: Scale for measuring Innovation.
Source: Author's elaboration.

3.3) RELIABILITY ANALYSIS OF QUESTIONNAIRE

The scale of measurement used to measure the response regarding Knowledge Management (KM), Organizational Learning (OL), and Innovation (INN) went through the test of reliability, and not any of the statements got expelled in view of the fact all 22 statements of Knowledge Management, 12 statements of Organizational Learning and 16 statements of Innovation gave the positive reliability values. The reliability test values of said scale are specified in table 8.

Variables	Number of Questions	Mean	St. Dev.	Cronbach's Alpha
Knowledge Management	22	4.34	.581	.826
Organizational Learning	12	3.91	.694	.857
Innovation	16	4.11	.581	.795

Table 8: Reliability results of Knowledge Management, Organizational Learning, and Innovation.
Source: Author's elaboration.

The alpha coefficient of Knowledge Management, Organizational Learning, and Innovation in the table was more than 0.6, which is an acceptable value for the research.

Variable	Construct	No. of Questions	Cronbach's α
Knowledge Management	Knowledge Acquisition	8	.851
	Knowledge Sharing	7	.774
	Knowledge Utilization	7	.678
Organizational Learning	Open Mindedness	4	.924
	Shared Vision	4	.763
	Commitment to learn	4	.894
Innovation	Product Innovation	9	.842
	Process Innovation	7	.651

Table 9: Dimensions' Alpha Coefficient value.
Source: Author's elaboration.

The alpha coefficient values of knowledge management, organizational learning, and organizational innovation are shown in table 9. The table shows that the alpha coefficient that indicates the reliability coefficient value is above 0.6, which is positive and acceptable for the study.

3.4) DATA ANALYSIS

The present study was collected through a structured questionnaire and analyzed using a statistical package for the social sciences (SPSS-23) using factor analysis, reliability analysis, and regression analysis.

4. FINDINGS

4.1) FACTOR ANALYSIS RESULTS

The measurement scale was further executed with exploratory factor analysis to test variables forming the questionnaire and whether they suit the associated factor as projected.

The KMO test result for Knowledge Management is 75.6% of organizational learning, it is .846, and for innovation, it is .734, and Bartlett's test result can also be seen as significant for all three variables Both results and values depict that we can further run factor analysis on the said date.

Factor 1		Factor 2		Factor 3	
KM 1	.811	KM 9	.805	KM 16	.770
KM 2	.768	KM 10	.733	KM 17	.689
KM 3	.747	KM 11	.826	KM 18	.671
KM 4	.646	KM 12	.754	KM 19	.775
KM 5	.757	KM 13	.763	KM 20	.597
KM 6	.725	KM 14	.855	KM 21	.794
KM 7	.741	KM 15	.830	KM 22	.852
KM 8	.785				
Total Variance Explained		51.56%			
Reliability Alpha		.826			

Table 10: Factor analysis result of Knowledge Management.
Source: Author's elaboration.

The factor load values of the first factor of the Knowledge Management vary between .725 - .811; of the items in the second factor between .733 - .855; and items in the third factor between .597 - .852. The factors of knowledge management explain the total 51.56% of total variance for the scale.

Factor 1		Factor 2		Factor 3	
OL 1	.914	OL 5	.946	OL 9	.850
OL 2	.863	OL 6	.889	OL 10	.835
OL 3	.833	OL 7	.850	OL 11	.877
OL 4	.872	OL 8	.754	OL 12	.876
Total Variance Explained		81.04%			
Reliability Alpha		.857			

Table 11: Factor analysis result of Organizational Learning.
Source: Author's elaboration.

The factor load values of the first factor of the Organizational Learning vary between .833 - .914; of the items in the second factor between .754 - .946; and items in the third factor between .835 - .877. The organizational learning factors explain 81.04% of the total variance for the scale.

Factor 1		Factor 2	
INN 1	.785	INN 10	.890
INN 2	.767	INN 11	.706
INN 3	.755	INN 12	.811
INN 4	.719	INN 13	.731
INN 5	.737	INN 14	.740
INN 6	.828	INN 15	.819
INN 7	.761	INN 16	.834
INN 8	.552		
INN 9	.802		
Total Variance Explained		57.54%	
Reliability Alpha		.795	

Table 12: Factor analysis result of Innovation.
Source: Author's elaboration.

After going through the exploratory factor analysis of the data, the structural validity of the above scale of measurement was inspected. The third variable, Innovation, explains 57.54% of the total variance for the scale. The factor load values of the factors are given in table 12. The factor loads in the first factor vary between .719 - .828, and the items in the second factor between .706 - .890.

4.2) REGRESSION ANALYSIS

Table 13 below discusses the regression Analysis for determining the relationship between Knowledge Management and Organizational Innovation. The regression analysis indicated no significant or positive impact of knowledge management on organizational innovation.

Model	Un-standardized Coefficients		Standardized Coefficients	T	Sig.
	Beta	Std. Error	Beta		
(Constant)	3.912	.477		8.195	.000
KM Computed	.045	.109	.042	.416	.678

Note: Dependent Variable: INN Computed, R=.042, R²=.002

Table 13: The relationship between Knowledge Management and Organizational Innovation.

Source: Author's elaboration.

Table 14, the t-value suggests a positive relationship between Organizational Learning and Organizational Innovation.

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	3.056	.317		9.654	.000
OL Computed	.269	.080	.322	3.379	.001

Note: Dependent Variable: INN Computed R = .322, R² = .103

Table 14: The effect of Organizational Learning and Organizational Innovation.

Source: Author's elaboration.

5. DISCUSSION

The concept and the variable Knowledge Management are suggested as a determinant of Innovation. The regression analysis test used Knowledge Management as an independent variable and Innovation as the output or dependent variable. The results of the regression analysis are as given in table 13.

The relationship between the concept of Knowledge Management as the independent variable and Innovation as the dependent variable was examined. It was found that the significance value of Knowledge Management is .678, which is then >0.05, and the t-value of .416, which is not significant. The standardized regression coefficient (beta) value is 0.045, which clearly explains that Knowledge Management does not act as a determinant of Innovation in Jammu and Kashmir Tourism Development Corporation Ltd. This depicts the failure to implement knowledge management practices in tourism organizations properly. Thus, a systematic way of implementing knowledge acquisition practices, sharing, and utilization is required (Tantray et al., 2017; Iqbal et al., 2019).

In short: There is no significant effect of Knowledge Management on Innovation; hence, H1 is rejected.

The Organizational Learning concept was suggested as the determinant of Innovation for which a regression analysis test was conducted in which Organizational Learning was used as an independent and input variable, whereas organizational Innovation was the output or dependent variable. The results of the regression analysis are as given in table 14.

The result of the regression analysis showing the relationship between Organizational Learning and Innovation was examined. It was found that the significance value of Organizational Learning is .001, which is <0.05 , and the t value of 3.37, which is significant. The standardized regression coefficient (beta) value is .322, which denotes that Organizational Learning is the determinant of Innovation in Jammu and Kashmir Tourism Development Corporation Ltd.

The results generated from the study have confirmed the capacity of the learning-oriented work culture of an enterprise to promote innovation (Kiziloglu, 2015). This encourages organizations to be committed to learning new aspects, techniques, and ways of doing business; the organization also needs to encourage the mentality of being supportive and communicative between the employees and the levels of management. Further organizations also need to support the organization to share new ideas, knowledge, and teamwork between the organization members, promoting product and process innovation.

In sum: There is a significant effect of Organizational Learning on Innovation; hence, H2 is accepted.

6. CONCLUSION, LIMITATIONS, AND FUTURE DIRECTIONS

The research focused on the relationship between Knowledge Management, Organizational Learning, and Innovation in the Jammu and Kashmir Tourism Development Corporation (JKTDC). More specifically, the result of the study provides an up-to-date picture of the effect of Knowledge Management (KM) and Organizational Learning (OL) on Innovation (INN) in the organization. Three constructs of Knowledge Management -Knowledge Acquisition, Knowledge Sharing, and Knowledge Utilization-, three constructs of Organizational Learning - Commitment to Learning (CTL), Shared Vision (SV), and Open-Mindedness (OM)- and two constructs of Innovation -Product Innovation and Process Innovation- were

used in the study, which showed good reliability. This can be a base for future research.

To study the effect of Knowledge Management (KM) on Innovation, regression analysis was employed, which determined no impact of the concept of Knowledge Management on Innovation, and further, the regression analysis result for the impact of Organizational Learning on organizational Innovation showed a small effect which can be enhanced or encouraged by focusing on the practices of learning in the organization by management. The study indicates that there is a need to promote Knowledge Management formally in an organization which hand round as a base for innovation and Competitive advantage (Gold et al., 2001), and it was identified organizational learning of not have a strong effect on innovation, which depicts, organizations need to promote learning by improving basic values, making learning as investment and continuous encouraging innovative ideas.

6.1) THEORETICAL IMPLICATIONS

The current study has validated the measurement of scales for Knowledge Management, Organizational Learning, and Innovation and the effect of Knowledge Management and Organizational Learning dimensions on Innovation dimensions. Further study has strived to contribute to the previous literature domain of Knowledge Management, Innovation, and Organizational Learning in a broad spectrum. The theoretical model used in the study can be used as a base for further researchers in the domain of Learning, Innovation, and Knowledge Management in similar or varied organizations. The current study also acts as an extension to the literature domain in the field of tourism to implement the notion of knowledge management for better customer knowledge acquisition, sharing, and utilization. Similarly, the study can independently promote organizational learning through commitment to learn, open-mindedness, and shared vision and innovation through product and process innovation to promote competitive advantage.

6.2) PRACTICAL/MANAGERIAL IMPLICATIONS

Tourism enterprises need to comprehend the importance of Knowledge Acquisition, Knowledge Sharing, and Knowledge Utilization to improve the practice

of Managing Knowledge, Organizational Learning, and Product/Process Innovation in tourism organizations across the nation. Managers of tourism organizations need to develop strategies for developing the formal structure regarding applying the Knowledge Management process, Organizational Learning, and Innovation in tourism organizations, which can link the Knowledge Management and Organizational Learning concepts with Innovation to get a competitive advantage. The empirically tested conceptual model is a useful evaluative parameter for encouraging efficiency, productivity, and competitive advantage, when knowledge is successfully managed on a continued basis. Tourism organizations should promote a well-planned learning system, focusing on a shared vision, open-mindedness, and commitment to learning at each hierarchical level to promote innovation. Organizational learning should empower all employees to disseminate knowledge despite their position and management level. Applying organizational learning in tourism enterprises develops a proactive attitude, process, and ways of doing business concerning domestic and foreign tourists. Tourism enterprises striving to retain competitive advantage and innovation should be able to retain present market share and look to increase it.

6.3) LIMITATIONS AND FUTURE RESEARCH

The present study's scope is limited to Jammu and Kashmir tourism development corporation, which can extend further to other organizations. The study is also limited to specific dimensions of Knowledge Management, Organizational Learning, and Innovation. Future research should investigate the process of Knowledge Management under various constructs like Knowledge Transformation, Knowledge Storage, Knowledge Protection, and Knowledge Dissemination in the organization and similarly Organizational Learning under inter-organizational Knowledge Sharing, teamwork, coordination, and further the effect of Organizational Learning and Innovation on the performance of an organization can also be investigated in detail. Further studies may add variables such as technical innovation, administrative innovation, infrastructure, and employee behavior, by which a more comprehensive model can be formed for the research. Further, a comparative study can be done, which will help study the effect of different variables by comparing them with other states, country, or abroad tourism organizations.

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