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Does knowledge management practice produce accounting employee productivity in the tourism business in Thailand?

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ABSTRACT

This study examined the role of knowledge management practices in accounting employee productivity in the tourism industry in Thailand. A convenience sample of 191 accounting employees from Thailand's tourism industry completed a questionnaire. Partial least squares structural equation modelling (PLS-SEM) was used to test the hypotheses. The results of the study showed that knowledge management practice had a positive relationship with financial statement quality, financial statement users' satisfaction, organizational image creation, and a true and fair view of accounting information in this field. The findings provide valuable information for accounting departments in tourism businesses throughout Thailand, which can be applied to the development of effective target-knowledge management strategies.

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Knowledge management; employee productivity; accounting employee; tourism business; Thailand

Introduction

The concept of knowledge management (KM) has been investigated as a key strategy to achieve competitiveness and organizational growth (Cooper, 2006; Diakoulakis, Georgopoulos, Koulouriotis, & Emiris, 2004; Wong, French, & Wickham, 2016). To achieve high performance, the knowledge sharing of firms plays an important role in both the private and public sectors (Kim & Lee, 2006). Knowledge-sharing activities create opportunities for private firms to increase their ability to meet customers' changing requirements and to contribute to solutions for maintaining market position (Kim & Lee, 2006).

KM initiatives are driven by strategic imperatives that depend on the effective management of knowledge resources. Moreover, to invest in KM is to enhance a knowledge capability that facilitates the effective management and flow of information and knowledge within a firm (Mills & Smith, 2011). Despite the substantial examination of KM control practices in many developed countries, including the United States (US), the United Kingdom (UK), and Australia, research from a KM perspective in emerging markets, including Asian countries, such as Thailand, remains to be done (Wong et al., 2016). This is particularly important, because in countries like Thailand, KM is at an embryonic stage. Also, KM research in the context of the tourism industry is still limited (Wong et al., 2016). The tourism industry is critical in driving revenue in the service industry (World Travel and Tourism council, 2017) and has some unique features (e.g., a high rotation of tourist enterprise owners, remote locations that can be difficult to access) that deeply influence the way KM is approached.

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Thailand is one of the emerging countries that receives a majority of its revenue from the service industry, including the tourism industry (World Travel and Tourism council, 2017). According to data from the Thai Ministry of Tourism, the total revenue of the tourism industry in 2010 represented approximately 6.2% of Thailand's GDP with 19,098,323 international tourist arrivals; this number increased to 35,527,000 and 37,654,000 in 2016 and 2017, respectively. Thailand's tourism business benefit from this growth.

In this study, A tourism business refers to a business operation providing services for tourists, such as sightseeing tours and tour-guide services. Therefore, the tourism businesses that comprise the tourism industry in Thailand are believed to serve as an appropriate research laboratory, since they represent one of the most important areas contributing large amounts of revenue in the service industry.

This study attempts to address the gaps regarding the KM literature on Thailand's tourism industry. Additionally, this study presents an empirical investigation into the issues inherent in KM control processes in tourism firms, specifically in terms of professional accounting employees. Focusing on these accounting employees provides important insight into the management of financial reporting, which companies must regularly perform. Moreover, the presentation of the right financial statements plays an important role for an investor in the tourism industry, because professional accounting organization have the capacity to change business behaviour and activities that can enhance business value and combat business risk (Bhimani, 2009; Bui & de Villiers, 2017). For this reason, applying KM to professional accounting employees can assist firms in applying their existing accounting standards in different ways, using different procedures of discount, depreciation, and overhead costs more effectively (Andreeva & Kianto, 2012; Cañibano, 2018). Finally, this study also provides an agenda for future research into KM in the context of tourism.

Literature review

KM is "a systematic and integrative process of coordinating organization-wide in pursuit of major organization goals" (Rastogi, 2000, p. 40). According to resource-based views, firms require unique collections of both tangible and intangible resources that are beneficial, rare, and sustainable to overcome the competitive environment (Barney, 1991), while knowledge-based theories view that a firm's knowledge is the most strategically significant central tenet of the resource-based view theory (Conner & Prahalad, 1996). Scholars have argued that from a knowledge-based point of view, a firm's ability to build and generate knowledge is a great critical asset in a firm's sustainable, competitive advantage (Chuang, 2004; Priem & Butler, 2001; Teece, 2000). The notion of KM involves managerial efforts that lead to the acquiring, creating, storing, sharing, diffusing, developing, and adopting of knowledge by individual employees or groups (Rowley, 2001). In the KM literature, scholars have identified various KM processes. For example, Zheng, Yang, and McLean (2010) investigated the KM processes involved in knowledge generation, sharing, and utilization in order to understand organizational effectiveness.

Furthermore, Mills and Smith (2011) have examined the relationships among the following specific KM processes: knowledge infrastructure capability, knowledge process capability, and organizational performance. The results of Mills and Smith (2011) work demonstrated that some knowledge resources (e.g., organizational structure and knowledge application) are directly related to organizational performance, while others (e.g., technology and knowledge conversion), though important preconditions for KM, are not directly related to organizational performance. This is consistent with the observation of Noruzy, Dalfard, Azhdari, Nazari-Shirkouhi, and Rezazadeh (2013) that investigating specific KM components provides useful benefits for shaping firm performance. More recently, the study of Muthuveloo, Shanmugam, and Teoh (2017) has suggested that the role of knowledge creation dimensions, namely socialization, externalization, combination, and internalization, contribute to improved organizational performance (e.g., profitability) competitiveness. The work of Muthuveloo et al. (2017) in investigating the relationship between KM

strategies and organizational performance has yielded inconclusive results due to drawing on complementarity theory from the resource-based and knowledge-based viewpoints.

Exploring KM issues in the context of Thailand's tourism services includes investigating the search for and shift towards improved business strategies for success. This study extends the existing research of Noruzy et al. (2013) and Muthuveloo et al. (2017) by investigating specific KM process capabilities, including knowledge reuse processes, knowledge linking with internal and external integration, knowledge sharing, and lifelong learning. Knowledge reuse processes refer to knowledge as acquired by individual skill and experience, creating an intelligence embedded in a specific person (Kotlarsky, Oshri, Van Fenema, & Van Fenema, 2008). Knowledge linking with internal and external integration refers to the process in which knowledge is acquired from other firms to facilitate the development of a firm's capabilities or KM (Lane & Lubatkin, 1998). Knowledge sharing, also called knowledge transfer or knowledge diffusion, refers to the process by which knowledge is transferred through ideas, attitudes, ideologies, and personalities between groups or individuals (Wang & Noe, 2010). Lifelong learning is the process of enhancing and improving knowledge, skills, and habits through experience or practice (Dalkir, 2013).

Having established the multidimensional nature of KM, this study argues that the KM dimensions derived from the existing literature have a positive effect on the measurement index of KM formed by knowledge reuse processes, knowledge linking with internal and external integration, knowledge sharing, and lifelong learning. Following the methodological guidelines of Carlson, Rahman, Taylor, and Voola (2019) and the KM research of Nguyen and Mohamed (2011) and Chong, Salleh, Noh Syed Ahmad, and Syed Omar Sharifuddin (2011), the current study configures and extends KM as a reflective-formative construct. A formative conceptualization is appropriate because the four identified KM elements are unique and in no way interchangeable. This is consistent with the recommendation of Mills and Smith (2011), who have suggested that investigating the main effects of KM dimensions is paramount to understand the level of the individual resource. In addition, a change in one dimension is not necessarily accompanied by significant changes in other dimensions. For example, a decrease in knowledge sharing can occur separately and unaccompanied by a change in knowledge reuse, knowledge linking with internal and external integration, or in any of the other salient knowledge components.

Taken together, the dimensions do not satisfy the conditions for the reflective-factor modelling of KM, which requires that the dimensions share a common cause. Instead, KM can be understood as a combination of the four specific (latent) components into a general concept. In this sense, each of the four components collectively represents and forms a more abstract construct of knowledge management. Therefore, the following was hypothesized:

H1a: Knowledge reuse processes positively affect accounting knowledge management.

H1b: Knowledge linking with internal and external integration positively affects accounting knowledge management.

H1c: Knowledge transferring positively affects accounting knowledge management.

H1d: Lifelong learning positively affects accounting knowledge management.

A comprehensive perspective of firms' achievement or performance goals considers not only profitability but also that which leads to employee productivity and performance and the creation of a firm's image. Most prior empirical research has examined the impact of KM on various aspects of firm performance, especially financial performance outcomes like cost and profit (e.g., Mahlamäki, Rintamäki, & Rajah, 2018; Shaw & Williams, 2009; Wong et al., 2016). However, prior research has also ignored the influence of KM on non-financial performances, such as

employee performance and the effectiveness in improving a firm's ability to attract, train, develop, and retain employees (López-Nicolás & Meroño-Cerdán, 2011; Wu & Lin, 2009).

Existing literature in the field has demonstrated the contribution of KM practices to firm effectiveness. For example, knowledge integration could lead to increased software development efficiency (Tiwana, 2004). López-Nicolás and Meroño-Cerdán (2011) revealed that KM improves employees' capabilities, such as qualification, productivity, satisfaction, and creativity. From our perspective, KM practices facilitate positive outcomes in accounting goal achievement. Our contention is based on the works of Werner, Dickson, and Hyde (2015), who argued that knowledge is important for creating value for many firms, and Messersmith, Patel, Lepak, and Gould-Williams (2011), who found a positive link between KM and employee performance. In the context of organizational behaviour, employee performance is conceptualized as individuals being proactive in their strategies. As such, we contend that employees who engage in KM practices, including gaining knowledge through job training, will be able to translate their knowledge into the firm's routines, competencies, job description requirements, and business processes, plans, and strategies. In addition, employee productivity improves not only firm performance but also customer satisfaction. This suggests that employees should be provided with continuous training in order to enrich their knowledge and improve their capabilities. Based on this argument, we hypothesize as follows:

H2: Accounting knowledge management positively affects financial statement quality.

H3: Accounting knowledge management positively affects financial statement users' satisfaction.

H4: Accounting knowledge management positively affects organizational image creation.

H5: Accounting knowledge management positively affects true and fair views of accounting information.

Methodology

Data was collected from professional accounting employees in the tourism industry in Thailand via an online self-administered survey. To solicit participation in the study, the survey questionnaires were distributed to 250 tourism businesses identified from Thailand's tourism business directory. The study specifically targeted professional accounting employees. We focused on these employees because prior research suggested that professional accounting employees can promote firm changes by addressing the financial risks and opportunities related to achieve business performance (Bui & de Villiers, 2017). From the businesses contacted, 202 respondents completed the surveys; after screening, 11 surveys were eliminated due to incompleteness or inaccuracy in responding to the questions. Consequently, 191 questionnaires were used in this study with a calculated 47.51% response rate.

The key constructs in this study were KM practice (knowledge reuse processes, knowledge linking with internal and external integration, knowledge transfer, and lifelong learning) and accounting employee productivity (financial statement quality, financial statement users' satisfaction, organizational image creation, and true and fair view of accounting information). We measured all the constructs using established items in the literature and measured each using multi-item, five-point Likert scales anchored at "Not at all" (1) to "Very much so" (5). Knowledge reuse measurement used four items that were adapted from Kankanhalli, Lee, and Lim (2011) and Zhang and Li (2016). Knowledge linking of internal and external factors used a four-item scale adapted from the work of Wang, Gray, and Meister (2014). Knowledge transfer used four items adapted from the work of Vlajčić, Caputo, Marzi, and Dabić (2019). Lifelong learning used four items adapted from the work of Zhao, Xi and Guo (2018).

In terms of accounting employee productivity, constructs were measured using four elements. Financial statement quality and true and fair views of accounting information were adapted from the work of McCartney (2004), Socea (2012), and Shahwan (2008). The understanding of financial statement users' satisfaction was adapted from Armstrong, Guay and Weber (2010) and Berger (2011), and the understanding of organizational image creation was adapted from Ageeva, Melewar, Foroudi, Dennis, and Jin (2018). All measurement items were sourced in English in the related literature. As data was collected from accounting employees in Thailand, it was important to translate all the items. Following Slotegraaf and Atuahene-Gima (2011), a forward-and-back translation approach was used to translate the survey from English to Thai by a professional translator and then back into English by another professional translator to evaluate the translation accuracy (see also, O'Cass, Heirati, & Ngo, 2014). We pretested the survey with 30 employees and asked them to comment on any items they found ambiguous or difficult to understand; no major changes to the items were required.

The data analysis for testing the hypotheses in this study adopted a PLS-SEM (partial least squares path modelling) process that empirically examined the structural relationships among the proposed constructs of interest, including first-order and second-order concepts. The first-order concepts were as follows: knowledge reuse processes, knowledge linking with internal and external integration, knowledge transfer, lifelong learning, and accounting knowledge management; the second-order concepts were knowledge management practice, financial statement quality, financial statement users' satisfaction, organizational image creation, and true and fair views of accounting information. The hypotheses were tested using a PLS (partial least squares) graph.

Results

The results showed that the majority of the general data collected from the professional employee sample in Thailand was complete. The sample was 82.2% female and 17.8% male with respondents between the ages of 38 and 52 years. Consistent with our findings, the Department of Business Development of the Thai Ministry of Commerce (2018) reported that there was a preponderance of female employees in accounting departments in tourism in Thailand.

Most of the respondents had bachelor's degrees as their highest level of education, accounting for approximately 80.1% of the total sample, followed by respondents with postgraduate degrees. The majority of respondents had a mean experience of more than 15 years (approximately 41.9%) and a household income of $660–1,330 USD (approximately 38.7%).

In total, the 191 surveys revealed that most tourism operation businesses were limited companies, representing about 90.1% of the total sample, followed by partnerships (9.9%). Most of the tourism businesses had investments of less than $166,660 USD, accounting for about 40.8% of the total sample, followed by businesses with more than $500,000 USD that accounted for about 27.2% of the total sample. The most numerous employment tenure category recorded was over 15 years, representing around 52.9% of the total sample, and those reporting 5–10 years represented about 19.4% of respondents. In terms of the number of employees, most tourism operation businesses had less than 50 employees, accounting for about 49.7% of the total sample, followed by firms with more than 150 employees, accounting for around 20.4%.

Estimation procedure

PLS-SEM represented a suitable approach to empirically test the hypotheses of the study (presented in Figure 1). To compute the construct scores for the reflective-formative Type II second-order hierarchical latent variable AKM, the repeated-indicator approach (reflective measurement) was used (Becker, Klein, & Wetzels, 2012). The repeated-indicator approach was appropriate, as the AKM dimensions had equal numbers of indicators. In a two-step approach, the study first evaluated the reflective-measurement and formative-measurement models and tested the construct reliability

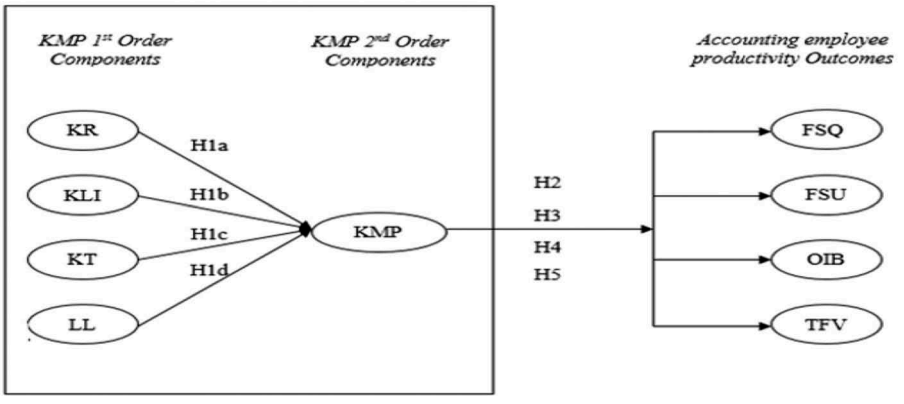

Figure 1. Theoretical model of the study.

Note: *Knowledge Management Practice (KMP) is configured as a hierarchical, second-order construct. KR is knowledge reuse process, KLI is knowledge linking of internal and external, KT is knowledge transferring, LL is Lifelong learning, KMP is Knowledge management practice, FSQ is financial statement quality, FSU is financial statement users' satisfaction, OIB is organizational image creation, TFV is true and fair view of accounting information.

and validity for the sample. Following this, the structural model was then examined (Hair, Hult, Ringle, & Sarstedt, 2016).

Preliminary analysis

The data was estimated using the measurement model by calculating the individual indicator reliabilities, composite reliability (CR), convergent validity, and discriminant validity (see Hair et al., 2016). Item loadings, composite reliabilities, and the average variance extracted (AVE) values were considered to assess the reflective constructs. All were above the recommended thresholds, thus confirming the reliability coefficient (Cronbach's alpha), convergent validity, and average variance extracted (AVE) as presented in Table 1. As recommended by Nunnally (1978), the reliability scores were scrutinized to ensure that they met the desired criterion value of 0.70 as reliable indicators of the construct. To assess the constructs for convergent validity, Fornell and Larcker (1981) argue that convergent validity is achieved if the AVE for items by their respective constructs is greater than the variance unexplained (i.e., AVE > 0.50); therefore, this study met the recommended criterion for convergent validity (see Table 1). As shown in Table 2, all indicator loadings for the assigned reflective constructs offered significant high values, which were all above the threshold of 0.50 and thus indicated that our measures were reliable (Hair et al., 2016).

In assessing discriminant validity, Table 3 shows that no individual correlations were higher than their respective reliabilities, thus indicating satisfactory discriminant validity of all the constructs

Table 1. Internal consistency criteria of reflective latent variable constructs.

Latent variable	AVE	CR	α
Knowledge reuse process	0.76	0.93	0.89
Knowledge linking of internal and external	0.71	0.91	0.87
Knowledge transferring	0.67	0.89	0.84
Lifelong learning	0.73	0.91	0.88
Financial statement quality	0.76	0.93	0.89
Financial statement users satisfaction	0.72	0.91	0.87
Organizational image creation	0.80	0.94	0.92
True and fair view of accounting information	0.73	0.91	0.87

Note: α = Cronbach α, CR = Composite Reliability, AVE = Average Variance Extracted.

Table 2. Items and loadings of latent variable reflective constructs' indicators.

	Sample (n = 191)	
Construct and Indicators	Loadings	t-value
Knowledge Management Practice		
Knowledge reuse process		
1	0.79	35.48***
2	0.81	35.63***
3	0.70	17.52***
4	0.72	20.77***
Knowledge Linking of Internal and External		
1	0.73	18.71***
2	0.70	17.50***
3	0.79	27.63***
4	0.75	21.19***
Knowledge Transferring		
1	0.57	9.39***
2	0.67	14.84***
3	0.59	11.71***
4	0.69	18.39***
Lifelong Learning		
1	0.72	23.65***
2	0.75	24.77***
3	0.74	23.74***
4	0.68	11.68***
Accounting Employee Productivity		
Financial Statement Quality		
1	0.86	36.29***
2	0.90	42.16***
3	0.91	65.44***
4	0.82	24.32***
Financial Statement Users Satisfaction		
1	0.85	36.85***
2	0.86	41.74***
3	0.86	32.88***
4	0.82	24.78***
5		
6	0.89	40.65***
7	0.91	55.15***
8	0.92	62.91***
9	0.86	33.71***
True and fair view of accounting information		
1	0.86	31.55***
2	0.84	34.89***
3	0.88	46.08***
4	0.83	24.50***

Note: *p < 0.05; **p < 0.01; *** p < 0.001 (2-tailed).

(Gaski and Nevin (1985). Table 3 demonstrates the square roots of the AVE values were consistently greater than the off-diagonal correlations (Fornell & Larcker, 1981). On the basis of the reliability, convergent, and discriminant validity tests, we concluded that the measurement model satisfied the psychometric property requirements. The results indicated that the correlations ranged from −0.20 to 0.70 (see Table 3) with the square roots of the AVE values of knowledge management practice ranging from 0.84 to 0.89 and accounting employee productivity from 0.87 to 0.92. With no correlations being higher than their respective reliabilities, evidence for discriminant validity was provided (see Table 3).

Assessment of the direct effects

In the initial analysis of the data from the first-order constructs, the results represented a standardized beta of 0.32 from knowledge reuse processes, 0.31 from knowledge linking with

Table 3. Correlation matrix (Fornell-Larcker criterion).

		Correlation Matrix											
Variable	AVE	1	2	3	4	5	6	7	8	9	10	11	12
1. Employee age	-	***1.00***											
2. Firm size	-	0.35	***1.00***										
3. Firm experience	-	0.14	0.37	***1.00***									
4. Gender	-	0.02	0.07	0.06	***1.00***								
5. KR	0.76	0.05	0.03	0.02	−0.13	***0.87***							
6. KLI	0.71	−0.02	−0.12	−0.13	−0.07	0.70	***0.85***						
7. KT	0.67	−0.02	−0.06	−0.05	−0.08	0.58	0.55	***0.82***					
8. LL	0.73	0.07	0.06	0.02	−0.04	0.60	0.69	0.56	***0.85***				
9. FSQ	0.76	−0.05	0.01	0.10	−0.14	0.56	0.62	0.51	0.54	***0.87***			
10. FSU	0.72	−0.01	0.01	0.04	−0.13	0.61	0.61	0.48	0.58	0.64	***0.85***		
11. OIB	0.80	−0.01	0.02	0.11	−0.20	0.57	0.49	0.44	0.56	0.60	0.53	***0.89***	
12. TFV	0.73	−0.06	0.03	0.13	−0.12	0.60	0.54	0.50	0.54	0.63	0.62	0.65	***0.85***

Notes: Diagonal bold italics entries are square root of AVE; all others are correlations coefficients. M: Mean, SD: Standard Deviation. KR is knowledge reuse process, KLI is knowledge linking of internal and external, KT is knowledge transferring, LL is Lifelong learning, FSQ is financial statement quality, FSU is financial statement users' satisfaction, OIB is organizational image creation, TFV is true and fair view of accounting information.

Table 4. Results of the structural model.

KMP: Index Weights (Formative Type II Model)				
Second-Order Construct	First-Order Constructs	Weight	t-value	VIF
KMP	H1a: KR	0.32	26.19***	2.23
	H1b: KLI	0.31	22.48***	2.56
	H1c: KT	0.25	15.53***	1.71
	H1d: LL	0.30	22.22***	2.14
		β	t-value	
Consequences:				
H2 KMP→ FSQ		0.66	16.27***	
H3 KMP→ FSU		0.67	14.37***	
H4 KMP →OIB		0.59	10.88***	
H5 KMP→ TFV		0.65	11.75***	

internal and external integration, 0.25 from knowledge transfer, and 0.30 from lifelong learning to KM practice. Thus, we found support for H1a, H1b, H1c, and H1d (see Table 4).

The results showed that the second-order constructs had a standardized beta of 0.66 from KM practice to financial statement quality, 0.67 from financial statement users' satisfaction, 0.59 from organizational image creation, and 0.65 from true and fair views of accounting information. Therefore, we found support for H2, H3, H4, and H5 (see Table 4).

Conclusion and implications

The results found that the direct effects among knowledge reuse process, knowledge linking of internal and external, knowledge transferring, lifelong learning and knowledge management practice value were positive and significant. The findings are consistent with the view that knowledge reuse is the process through which knowledge is captured, validated, stored, and retrieved (Kotlarsky et al., 2008). According to the research findings, the relationship between perceived knowledge management practice and financial statement quality was positive and significant. Prior research recognizes that knowledge management practice has importance to organizations to the extent that it has become recognized as a productive source of competitive benefit that fits with a firm's strategies in order for the firm to become more successful (Nonaka & Takeuchi, 1995; Ryu, Ho, & Han, 2003).

The study of Ha, Lo, and Wang (2016) investigated the relationship between knowledge management process capabilities and organizational performance. The results of the current study are consistent with their finding that the four knowledge-management-practice process capabilities (knowledge acquisition, knowledge conversion, knowledge application, and knowledge protection) were indicative of business performance, which in turn had a positive relationship with financial performance (Ha et al., 2016). In the current study, knowledge management practice was shown to affect financial statement users' satisfaction. With regard to relations between knowledge management practice and organizational performance, an explicit investigation of manufacturing firms found that knowledge management practice had an indirect effect on organizational performance (Noruzy et al., 2013). Moreover, the results showed knowledge management practices have positive and significant effects on organizational image creation. One such area concerns the KM by Western firms in highly competitive service industries (Cooper, 2006; Peng, Moffett, & McAdam, 2010). There was a positive relationship between knowledge management practice and the true and fair view of accounting information. Mills and Smith (2011) showed that knowledge resources (organizational structure and knowledge application) were directly related to organizational performance, while technology and knowledge conversion, though important preconditions for knowledge management practice, were not directly related to organizational performance.

This study contributes to the literature in several ways. First, this study extends recent models emerging in the literature (Nonaka & Takeuchi, 1995) that deal with notions of "knowledge management practice." The researchers examined the following first-order concepts: knowledge reuse processes, knowledge linking with internal and external integration, knowledge transfer, lifelong learning, and knowledge management practice; the following second-order concepts were also explored: knowledge management practice, financial statement quality, financial statement users' satisfaction, organizational image creation, and true and fair views of accounting information. The components represented accounting employees' knowledge management practices, which positively influenced financial statement quality, financial statement users' satisfaction, organizational image creation, and the true and fair view of accounting information, which were all supported by Noruzy et al. (2013) and Muthuveloo et al. (2017).

Second, the focus on knowledge management practice in the tourism business is a contribution in that it adds theoretical weight to the tourism and management accounting literature. Although the tourism industry is unique, the results of the study may be applied to other sectors. We believe that complementarity theory from the resource-based and knowledge-based views is an appropriate theoretical underpinning for knowledge management practice research, no matter the industry. It is clear that the firm's capability to build and accumulate a set of valuable knowledge is the most crucial source of a firm's sustainable competitive advantage.

Third, this study is among the first to present the conceptualization of accounting employees' knowledge management practices in a network to account for employee productivity in a tourism business context. In so doing, this study contributes to management and hospitality knowledge in articulating a more precise picture of the interrelationships among knowledge reuse processes, knowledge linking with internal and external integration, knowledge transfer, and lifelong learning, as well as accounting for employee productivity in the tourism industry. The focus on accounting employee productivity in the study is strategically significant in its implications for employee performance and its contributions to increased competitive business environments, including financial statement quality, financial statement users' satisfaction, and organizational image creation (see also Haas & Hansen, 2007; Kotlarsky et al., 2008).

Consequently, this integrated approach involving the impact of KM practices on accounting employee productivity assists in identifying the performance processes that contribute to different forms of accounting employee productivity and how such accounting employee productivity can be stimulated and managed effectively.

In this study, we focused on KM practices as independent variables, including knowledge reuse processes, knowledge linking with internal and external integration, knowledge transfer, and

lifelong learning, as they influenced KM practice, which in turn influenced accounting employee productivity. Other researchers have defined other independent variables, such as attitude, organizational culture, and the presentation of financial statement ethics, which are applicable to this study's results towards the development of KM practice strategies for accounting employee productivity. Moreover, different industry samples are likely to confirm these research results, such as with manufacturing industry firms, small and medium enterprises (SME), and firms in the stock exchange. The sample of our study had less than 200 respondents. Future research may replicate the study by collecting a large sample size. Finally, this study did not investigate the issue about the number of women in the accounting sector of tourism having children and length of service with or without pregnancy leave, which may impact employee productivity. Future research may consider this issue to better understand measures of employee productivity.

Disclosure statement

No potential conflict of interest was reported by the authors.

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