

ASSESSING THE CREATION OF KNOWLEDGE INFLUENCING ON PRIVATE FITNESS CENTRES PERFORMANCE

Author:
Jerónimo García

email:
jeronimo@us.es

Co-authors:
Cepeda Carrión, Gabriel
Martín Ruíz, David
Sañudo Corrales, Borja

University:
University of Seville, Spain

Faculty:
Physical Education and Sport Department

0.971 (externalization) were reached and the explained variance was between 71.21% (externalization) and 83.15% (socialization). The results showed acceptable fit indices: $\chi^2(48, N = 88) = 76.575, p < 0.05; \chi^2/d.f. = 2.80; CFI = 0.947; IFI = 0.950; RMSEA = 0.081$. In addition the performance subjective measurement had a reliability of 0.849, accounting for 69.19% of the total variance. Of the four dimensions, the dimension "combination" was related to internal performance measure ($R^2 = 0.244$ and $t = 4.983$).

Conclusions

This work may have two main implications. On the one hand the validation of an instrument to measure the knowledge creation in PFCs which may let us to determine how to manage the knowledge in the organization, and on the other hand shows the positive influence between "combination" process proposed by Nonaka (1994) and the performance of these organizations. Future research can use this validated instrument to assess its impact on variables such as loyalty or customer perceived value which may show, even more, the importance of knowledge management in PFCs.

Abstract

Theoretical background

The knowledge creation conforms the processes aimed at obtaining and developing knowledge (Darroch, 2003), one of the main achievements in this research topic has been the named knowledge spiral of Nonaka and Takeuchi (1995) called the SECI (Socialization, Externalization, Combination and Internalization). These processes have a positive impact on the organization performance (Choi and Lee, 2002), however, to our knowledge, little is known about its influence in fitness industry. Therefore, the aim of the current study was to determine if the SECI processes have an impact on performance in private fitness centres (PFCs)

Methods

The current study is included within a quantitative, cross-sectional national research, developed between 2010 and 2011. The sample contains 88 PFCs managers (26 women and 62 men) from ten regions of Spain, and was assessed by using the snowball method and a questionnaire composed of two scales where the first one was knowledge creation measure (Han and Zhong, 2007) based on the four dimensions previously proposed by Nonaka (1994) and the second one was a subjective measure of internal performance (Darroch, 2003) was used. In all cases a Likert scale with 7 possible responses was used (1 strongly disagree and 7 strongly agree).

Results

Our findings showed a Cronbach alpha of 0.882 for knowledge creation and when analyzing the reliability of each dimension values between 0.930 (socialization) and

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