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Knowledge-Based Clubhouse Adoption Intention in the Post-COVID-19 Era in the Hospitality Industry

(Work in Progress)

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ABSTRACT

The COVID-19 pandemic has affected the digital transformation of the hospitality industry and triggered Clubhouse knowledge adoption behavior. Clubhouse engagement in the COVID-19 era has gradually changed the forms of communication. Hospitality industry owners can communicate about their interactions and trades through Clubhouse, and members can share their operating and management experiences. Therefore, hospitality industry owners can learn from and support each other. This study aims to bridge the gap between professional knowledge and management adoption in the community of hospitality industry owners. We treat members' self-regulated and socially regulated learning styles as variables in our analysis of members' behaviors after acquiring knowledge from the community. This study contributes to our understanding of knowledge-based digital transformation processes in the hospitality industry in the post-COVID-19 era. It has implications for both Clubhouse users and hosts.

Keywords: Hospitality Industry, Clubhouse, Post-Adoption Behaviors, Regulated Learning Framework, Benefit-Risk Framework

INTRODUCTION

The popularity of the Internet has led to the rise of social media, the platforms of which have evolved with advances in communications and devices. Social media models that enable knowledge management include traditional messaging platforms and social communities based on voice, such as Clubhouse. The expansion of knowledge communities online in the hospitality industry has increased the number of restaurant owners starting businesses through Clubhouse. The characteristics of Clubhouse provide increased merchandising opportunities for members and partnerships among stores. As a result, Clubhouse communities can act as small entrepreneurial accelerators.

Restaurant owners can establish Clubhouse environments through social interactions to exchange product knowledge without the restriction of geographical boundaries or differences in time zones, cultures, languages, or other factors (Boyle & Johnson, 2010). To develop an outsourcing community for entrepreneurs, communities can use the hospitality industry model to search for supply chains and business knowledge. In this study, we investigated a virtual entrepreneurial hospitality community that shared professional information and explored whether and why its users were satisfied with the business information obtained through it.

Hospitality models are changing rapidly because of advances in knowledge and technology. The food and beverage model of entrepreneurship can be easily replicated, as it has a short technology cycle. Clubhouse members can identify the skills, abilities, and self-regulated and socially regulated learning of their peers. This learning relationship is established within professional hospitality communities. Each community provides members with the opportunity to share their needs and skills with others. As a result, through consultation or professional resources, Clubhouse members can meet the technical and capacity needs of the industry.

During the ongoing COVID-19 pandemic, the hospitality industry has experienced a dramatic increase in knowledge adoption through Clubhouse. This study investigated how Clubhouse members learn about socially regulated frameworks and how society influences their satisfaction with hospitality knowledge and behaviors (Iivari, Sharma, & Ventä-Olkkonen, 2020). Using the technology framework and the innovation climate to analyze the risks and benefits of mass engagement, we explored the satisfaction rate and the number of engagement behaviors that Clubhouse members adopt after mass engagement. In the food and beverage industry, members use professional knowledge to obtain support and mutual knowledge to create professional consultation networks (Lee et al., 2020). Clubhouse members consult with others in the community to assess the risks and benefits of the information received. Some members also share with others their professional knowledge and skills. Therefore, they use the innovation climate to interact with other community members.

The mutual benefits shared among Clubhouse members are built on the technology framework, and compared with other industries, the hospitality industry relies less on skills and knowledge consultancy (Iivari et al., 2020; Lee et al., 2020). Other community members enhance their knowledge or skills through consultation proposals, thereby learning self-regulation and self-improvement. If self-learning does not meet a member's needs, he/she can consult with others to obtain the required knowledge or information.

Community members can acquire the latest industry knowledge and skills by sharing their needs in the social environment. This process helps the knowledge community of hospitality professionals to develop a consultation process. By improving the accuracy of consultations, knowledge, and solutions, Clubhouse members have higher levels of satisfaction. The ability of Clubhouse members to assess the risks and benefits of using their professional communities and the ability of these communities to exchange innovative information develop as the members engage in socially regulated learning. Members feel that they receive effective output from their hospitality community and seek to ensure industry satisfaction.

Clubhouse members can obtain skills or professional information in virtual professional communities by outsourcing. For community members who require entrepreneurial expertise, the knowledge of influencing others can be a business model accelerator. In this study, we have the following two key objectives:

- (1) To explore how the adoption of regulated learning (self-regulated and socially regulated) in a community of hospitality experts affects their behavior (e.g., Clubhouse members' satisfaction and participation).
- (2) To understand how the outsourcing of knowledge of benefits and risk frameworks (benefits and risks) in the hospitality industry influences community members' normative behavior (self-regulated and socially regulated learning).

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Post-COVID-19 Pandemic in the Hospitality Industry

Studies (Huang et al., 2020) that investigate the impact of crisis (diseases) on hospitality and tourism have received great academic attention. Especially, emphasis is placed on the economic impacts, labor-related issues, and learning (Huang et al., 2020). It is important to underscore that apart from the COVID-19 pandemic, similar infectious diseases have been experienced. Notable among these are severe acute respiratory syndrome (SARS), H1N1 influenza, Ebola, and the Middle East Respiratory Syndrome.

The COVID-19 pandemic has had serious consequences for the hospitality and tourism industries. In their studies on the impact of COVID-19 on the hospitality industry, Huang et al. (2020) found that business closures attributed to the COVID-19 pandemic caused significant declines in employment and affected the operations of small businesses in the industry. Moreover, COVID-19 has enhanced risk and health awareness in the hospitality industry (Davahli et al., 2020; Iivari et al., 2020).

Therefore, employees in the industry are motivated to comply with COVID-19 protocols, which transformed their perceptions and safety procedures during the pandemic. Iivari et al. (2020) argued that the best way to revive and sustain the hospitality industry during the COVID-19 era was to practice multiskilling and professional development hygiene practices and better crisis preparedness, among others. COVID-19 has influenced the digital transformation of the hospitality industry and triggered Clubhouse knowledge adoption behavior. In their study of virtual community engagement in the COVID-19 era, Lee et al. (2020) found that cyber entrepreneurship was prevalent, with businesses embracing community engagement to survive.

The advent of the COVID-19 pandemic has triggered the need for hospitality entrepreneurs to rely heavily on technological advances. Therefore, cyber entrepreneurship enables business owners to obtain relevant marketing information, understand consumer perceptions, and develop innovative products through voice communities. This has resuscitated the use of artificial intelligence and social service robots' technologies during the pandemic as public safety issues have become critical. It is not surprising that technology has become indispensable condition-sine-qua-non during and post-COVID-19 (Gretzel et al., 2020). The COVID-19 has conscientized the need for innovative technologies and business models (for example, virtual offices) to ensure sustainable development (George, Lakhani & Puranam, 2020). Nonetheless, these studies (Gretzel et al., 2020; Gursoy & Chi, 2020) provided the need for technology to sustain and make the tourism and hospitality industry resilient during the COVID-19 pandemic. They did not address the extent to which regulatory learning in Clubhouse is affecting behavioral adoption during the COVID-19 pandemic.

Professional Knowledge Outcome Satisfaction

Chen, Chang, and Liu (2012) argued that the availability of knowledge and technology solutions could help hospitality community members to improve their consulting strategies and adjust their business models to enhance their technical capabilities and market responsiveness. Knowledge and information are shared to enable entrepreneurs to make decisions within their budgets based on consultations. Clubhouse members' satisfaction with the knowledge and technology provided in their community is reflected in their post-adoption behavior (Chou, 2020). The content of messages during consultations and the consultation output status after adoption affect Clubhouse members' satisfaction with knowledge in a community (Chou & Hsu, 2018; Chou & Hung, 2016). However, the hospitality expert community has many types of relevant consultation and outsourcing information. Clubhouse members can pursue knowledge and skills that suit them and industry trends. If members cannot produce new things, they can develop them in the community, similar to building new products.

As an online community transforms and grows, the number of its members seeking support and expertise increases, and competition in fast-moving markets intensifies. With limited resources, how can businesses obtain the right support through this type of community? A professional community can provide timely and useful solutions or outsource trade between members. By communicating their needs, members' concerns can be quickly addressed and useful suggestions shared. These factors affect the satisfaction of members of the hospitality industry with the community (Chou, 2020; Zhao, Lu et al., 2012).

The clubhouse is a member invitation-only voice virtual community. Member satisfaction positively affects users' adoption behaviors based on similar interests and whether activities are focused on learning or sharing (Chou, 2020; Ma & Agarwal, 2007). As indicated by their level of satisfaction, the perception of an event is important in evaluating the decision of community members to unadopted or adopt knowledge and technology. Member satisfaction with community interactions on technology and knowledge is an essential reference point in making consultation decisions (Chiou, 2004). Clubhouse members' increased satisfaction with the knowledge and technical content shared in a community leads to proactive post-adoption behaviors, including responses and interactions. Based on the above discussion, we propose the following hypotheses.

Hypothesis 1: Hospitality Clubhouse members' self-regulated learning positively affects the community's satisfaction following the adoption of shared knowledge.

Hypothesis 2: Hospitality Clubhouse members' socially regulated learning positively affects the community's satisfaction following the adoption of shared knowledge.

Self-regulated Learning

"Self-regulated learning" refers to a social cognitive theory process through which people understand their deficiencies by acquiring, enhancing, or correcting their technical and professional skills (Pinder, 2014). In a hospitality industry community, the exchange of information among members raises individuals' awareness of the knowledge and skills they lack. Members self-evaluate the effectiveness of their knowledge acquisition and skill development through self-regulated learning. They learn independently or seek support from outside groups and delegate skills from the process to their thought practice through consultative learning (Wan, Compeau, & Haggerty, 2012). CLUBHOUSE members who have a high degree of self-regulated learning can study independently or off-site, depending on their objectives. Highly self-regulated CLUBHOUSE members actively respond to new information in the hospitality industry community and initiate discussions to assimilate their knowledge. When they encounter obstacles, they are proactive in finding solutions. They also establish a procedure for self-assessment of the need for consultative learning, thereby determining whether consultation is needed on essential items and judging the output benefits (Wan et al., 2012).

In a hospitality industry community, when a member releases new technology and knowledge, self-regulated learners absorb and discuss the information. "Self-regulated learning" refers to the active, goal-directed self-control of an individual's motivation, cognition, and behavior to achieve a goal (Pintrich, 1995). Hospitality CLUBHOUSE members with a high degree of self-regulated learning plan their learning objectives according to the knowledge community's attributes.

These types of members take the initiative in understanding the founding owners of hospitality businesses. They consult them to absorb their information. When faced with similar knowledge and technical consultation needs, they consult others in the professional community. The practical operationalization and validation of the results and the internalization of their knowledge and skills factor into future consultative projects. We proposed the following hypotheses.

Hypothesis 3: The benefits framework of hospitality Clubhouse members positively affects group members' self-regulated learning.

Hypothesis 5: The risk framework of hospitality Clubhouse members positively affects group members' self-regulated learning.

Socially Regulated Learning

The most significant differences between virtual and physical communities lie in the interactions between members and in the influences within the communities. Hospitality Clubhouse members' self-regulated learning helps individuals to solve problems and overcome obstacles through discussion. The fixed topics and professionalism of a community allow Clubhouse members to be influenced by the community's social regulations as they work together on entrepreneurial issues in the hospitality industry. Co-learning involves active participation in cognitive restructuring (Lim & Beatty, 2011). The interactions between community members enhance the exploration of expertise. In addition, the professional atmosphere of the hospitality community regulates the professional skills and knowledge required by Clubhouse members through social groups (Hsu, Chou, & Min, 2015).

In brick-and-mortar establishments, knowledge or skills transfer training takes place within an organization. Usually, the members of an organization come from different departments and do not know each other. "Socially regulated learning" refers to individuals learning from each other in groups to accelerate the acquisition of skills and knowledge during training (Wan et al., 2012). Compared with physical organizations, voice communities are less likely to trigger socially regulated learning. Thus,

they need to develop their professionalism and their specificity. The hospitality community that we selected for this study was purposeful in its skills and knowledge learning.

People join such a community to gain work-related knowledge and skills or consult others to improve performance. Socially regulated learners require relatively little time to acquire skills and knowledge through exchanges with Clubhouse members. Interactive learning reduces alienation. When socially regulated learners encounter a problem that they cannot solve, they delegate it to other members or discuss it with them. This arrangement reduces the cost, risk, and uncertainty associated with starting a business. Hospitality professionals with higher levels of socially regulated learning behaviors absorb new knowledge and skills from other Clubhouse members. Through the exchange of knowledge and skills, Clubhouse members can learn on their own or delegate the acquisition of relevant skills and knowledge to other members. Applying socially regulated learning to professional communities in the hospitality industry, Clubhouse members can learn about trends in the industry that may make entrepreneurs vulnerable to problems. Other members can either propose relevant solutions or consult on the issue. Clubhouse members can also grow with advances in knowledge or technology, and socially regulated learning accelerates the acquisition of this information. We proposed the following hypotheses.

Hypothesis 4: The benefits framework of hospitality Clubhouse members positively affects group members' social-regulated learning.

Hypothesis 6: The risk framework of hospitality Clubhouse members positively affects group members' social-regulated learning.

Benefits Framework

The benefits framework represents the potential risk for entrepreneurs to use the hospitality knowledge community and expand the use of the hospitality industry. Unlike a traditional supply list, this knowledge-adopted framework involves several innovative attempts. The potential advantage of maintaining technological innovation through professional communities is that it increases motivation for mutually beneficial collaboration among professional community members (Gatignon & Xuereb, 1997; Mishra & Agarwal, 2010). The uncertainty of adopting innovative concepts in the community is reduced by ensuring that hospitality Clubhouse members have more information, technology, or knowledge when they search for resources (Rogers, 2010). The more information Clubhouse members have about their expertise and skills, the more likely they are to integrate resources. Understanding the feasibility of knowledge and technology and effectively consulting or contracting solutions demonstrates the professional community's strengths (Premkumar, Ramamurthy, & Nilakanta, 1994). Limited resources and technical conditions usually restrict entrepreneurship in the market. Through its professional community, the hospitality industry can generate solutions at a lower cost. More collaborative benefits support innovative solutions that facilitate entrepreneurship in the market through technical support and services (Mishra & Agarwal, 2010).

Risk Framework

The risk framework offers an innovative way for the hospitality community to consult on knowledge and technology. However, it may collapse because of the uncertainty of a business model in the virtual cluster of the hospitality industry. In this study, "risk framework" refers to the professional discussion communities joined by founding owners. The risk framework also tends to lead to the replication of knowledge and technology with a common purpose, and the resulting loss of opportunities can negatively affect the business model (Mishra & Agarwal, 2010). The risk framework and potential losses in the hospitality community may be directly related to the knowledge and technology discussed in a consultation. The risk framework may reduce the benefits generated by the original benefits framework or may result in more severe losses, leading to technical or process failure in the hospitality industry. Avoiding the possibility of losses when using consultative innovation strategies may require the assessment of acceptable risk (Jackson & Dutton, 1988). Traditional supply chain outsourcing research also has a risk perspective and argues that risk arising from limited resources could innovate the development of business models.

Members of the hospitality industry community may have different goals and needs, which can result in different objectives for the community. Some Clubhouse members are required to make consultation demands, while others are contracted. Under information imbalance and limited resources and capital, the strategy is to seek out community members to consult and share technology and process components. Collaborative models in Clubhouse's are less likely to create traction. The risk of failure can only be reduced through the power of the group. The control and coordination of content in the hospitality industry can reduce the risk that may arise when there is cooperation.

Control Variables

In this study, control variables were included in our research model to ensure that individual factors not directly related to the study did not affect the dependent variables. Knowledge adoption outputs (professional knowledge output satisfaction, community member engagement behavior) may differ depending on the industry context. Therefore, this study prioritized the hospitality industry as a control variable (Venkatesh et al., 2003).

RESEARCH METHOD

Research Method and Design

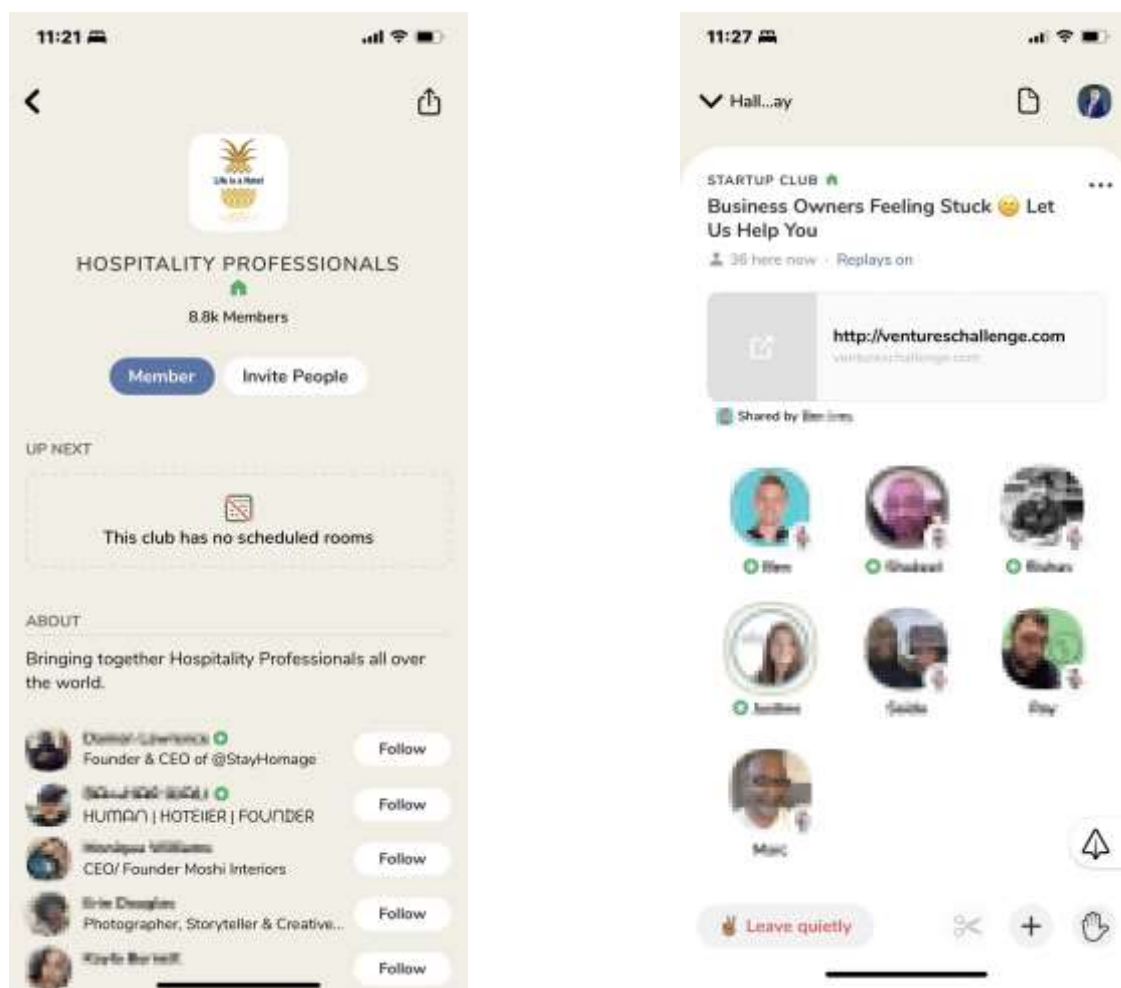
This study used the benefits and risk frameworks from cognitive theory to analyze how members of the hospitality industry community socially regulate and self-regulate their learning using benefits and risk frameworks in a climate of innovation. The growing satisfaction of hospitality industry members with the skills and knowledge of the community is indicated by self-

regulated and socially regulated learning. We treated Clubhouse members' use of post-enterprise professional community knowledge and skills in building behaviors in the hospitality industry as a measure. We sought to understand whether learning through social or self-regulation changes the adoption behavior of a professional community. Uncertainty over peers' knowledge and skills in delegating issues may lead to failure in the hospitality industry, based on low satisfaction and post-adoption behavior. Figure 2 shows our research framework, based on the literature review and hypothesis development. Data was collected from Clubhouse. The study obtained data from the purposive sampling technique. In other words, respondents were selected based on our judgment and their suitability to address the research questions posed. The questionnaires were administered online to Clubhouse members to elicit information on their regulatory learning and how it affects their behavior, and how innovation and technology frameworks influence the normative behavior of community members.

Structural Model Analysis

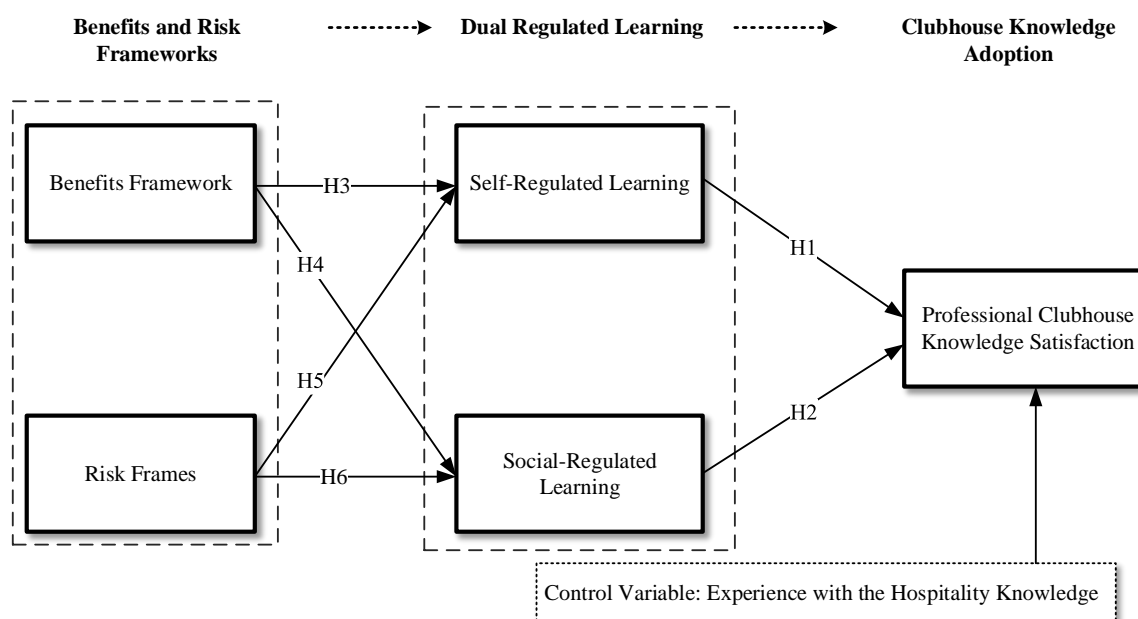
Structural equation modeling was used to explain the causal relationships between potential variables. The theoretical model was built by checking the relationships between the independent variables of the model and the settings between the variables. Causal analysis and model construction between the variables were used to determine the validity of the model (Hair et al., 2018). The purpose of the structural model analysis was to identify and verify the causal relationships between the variables. We examined the effect of different knowledge adoption outputs (e.g., expertise satisfaction and post-adoption behaviors) and the innovative technology framework (e.g., benefits framework, risk framework, and innovation climate) on dually regulated learning (i.e., Clubhouse members' self-regulated and socially regulated learning).

We will verify the findings with SmartPLS statistical software. The main measurements were the β value and the R² value. The β value is a measure of the correlation between the independent and dependent variables, and the R² value is the explained power of the variables. The results of the structural model analysis were used to verify the causal relationships between the variables. We conducted the main effects analysis of the structural model using the relevant variables as the benchmark.



Source: This study.

Figure 1: Clubhouse interface



Source: This study.

Figure 2: Modified Research Model

RESULTS

Expected Contribution in this Research

There is value in transforming the exchange of knowledge and technology through interactions between professional community members. Such members can gain business benefits through consultation and enhance their satisfaction and adoption through behavioral research. Knowledge and technology adoption models from professional communities can reduce consultation uncertainty and guide the exchange of knowledge and technology within professional communities. Clubhouse members use their professions to consult or achieve mutually beneficial business model growth. However, Clubhouse members' decisions on whether to adopt knowledge are based on their ability to assess the related risks and benefits. Therefore, in the dual-regulated learning model, there is a preference for individual self-determination. The benefits and convenience of Clubhouse expertise are recognized as beneficial to the hospitality industry. The highly evaluated self-understanding of risks and benefits of community members affects their self-regulated learning behaviors. In the research model, the innovation climate is like a group of socially influential individuals in the hospitality knowledge community. The atmosphere is generated by the abilities and orientation of community members. The innovation climate is likely to have a positive effect on socially regulated learning. Try to find the result to be consistent with the social exchange theory of the benefit/constraint binary framework of the self and the community.

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