

The Relationship between Organizational Cultures with Knowledge Management among Staff in Shefa Specialized Hospital of Heart, Golestan Province, Iran

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Abstract: The aim of this study was to investigate the relationship between organizational cultures with knowledge management among staff in Shefa specialized Hospital of Heart, Golestan province, Iran. This research was performed using descriptive/monitoring and correlation. The population was staff of Golestan Shefa Heart Hospital that their number was 189 which 140 individuals were selected. Data were collected using a standard questionnaire of organizational culture by "Denison" and standard questionnaire of "Nonaka and Takeuchi". The questionnaire reliability for organizational culture and knowledge management by using Cronbach's alpha was 0.849 and 0.723, respectively. Data analysis was performed using structural equation modeling. The results showed that there was a positive and significant relationship between organizational cultures with knowledge management.

Keywords: Knowledge Management, Managerial Experience, Medical Science.

Introduction

In the past decade, more manufacturing and service organizations have chosen restructuring and re-engineering strategy in response to challenge and environmental changes. As far as these approaches are not always completely effective and successful, today, these organizations are faced with a situation of stable competitive and uncertain because of the development of new technologies in the field of global business as well as the growing needs of customers. Other past approaches and solutions has lost their capabilities and its ability to tackle with organizational challenges and competitive external environment and therefore, are suitable to be replaced with approaches and new ideas in the field of management. More knowledge in the organizations is implicit and this type of knowledge is valuable and unique experience of staff that is in their minds, it is essential that such knowledge be documented and made available to other employees throughout the organization. The main task of knowledge management is operation of processes of the knowledge converting in order to pull out technical knowledge from experienced staff mind and to be used by other staff in action.

As long as the knowledge is not used, the value will not be created. When new knowledge is used, changes in the environment will create which is valuable. Such a change that would be due to application of knowledge is called innovation. In this study, to investigate knowledge management, Nonaka and Takeuchi (1983) model has been used. It will focus on two types of explicit and tacit knowledge and consider how to convert them to each other and also how to make it at all levels of the organization. Nonaka and Takeuchi have been composed of four distinct dimensions including: socialization, externalization, compound and internalization (Qrbanzadeh et al., 2011). Some researchers believe that organizational culture can indirectly affect the organizational agility through intervention

mechanisms (Jafarnejad & Zare, 2005). Organizational culture is not a favorable factor, but its positive or negative impact depends on the content and procedure. In the past, it was believed that agility is achieved through sophisticated technologies, but recent research findings indicate that flexible manufacturing rather than being dependent on technology, it is dependent on agile people (Sherehiy et al., 2007). Skills and the diversity of knowledge is the main feature of agility. Integration and to circulate this knowledge throughout the organization is challenge that knowledge management seeks to answer it. Therefore, purpose of this study was to investigate the relationship between organizational culture and knowledge management among staff of Shefa specialized hospital of heart in Golestan.

Materials and Methods

The research method was descriptive and correlation type. The population was all employees in Shefa specialized Hospital of Heart in Golestan (189 individuals) that 127 individuals were selected randomly according to Morgan table. As far as there was so likely not return the distributed questionnaires, 10 percent more were distributed i.e. about 140 questionnaires. The study was performed after describing in detail to participants the introductory remarks about the gauges and the purpose of the test, how to response to tests. It can be noted that regarding to ethical considerations, they were assured that the information will be used only in the research and be protected from any abuse after obtaining the consent of the people and giving the necessary knowledge. Following questionnaires were used to measure the variables.

In the present study to measure organizational culture, "Denison" questionnaire was used, this questionnaire has 20 questions (Amiresmaili et al., 2014). To collect data of knowledge management variable, questionnaire of "Nonaka and Takeuchi" was used, which this questionnaire has 20 questions (Moghimi & Ramezan, 2011). The scale to answer the questionnaire was five-point range of Likert. Data validity was confirmed by professors and experts. For reliability, Cronbach's alpha was used. The questionnaire was given to 30 members of the sample who were assessed using Cronbach's alpha reliability. Results are presented in Table 1, which shows the reliability of measurement tools was desirable.

Table 1. Cronbach's alpha coefficient of variables.

Variable	Number of questions	Cronbach's alpha coefficient
Organizational Culture	20	0.849
Knowledge management	20	0.723

To analyze the data, structural equation modeling was used.

Results

Descriptive statistics variables are presented in Table 2.

Table 2. Descriptive statistics of variables.

Variable	Sign	N	Minimum Statistic	Maximum Statistic	Mean Statistic	Std. Error Std. Error	Std. Deviation Statistic	Variance Statistic
Organizational Culture	OC	127	1.00	5.00	3.3129	0.05366	0.84358	0.826
Engaging in work	EW	127	1.00	5.00	3.4569	0.05595	0.90037	0.811
Compatibility	C	127	2.00	5.00	3.6088	0.05602	0.90154	0.813
Adaptability	A	127	2.00	5.00	3.8541	0.05628	0.90576	0.720
Prophecy	M	127	1.00	5.00	3.1154	0.05759	0.92686	0.831
Knowledge management	KM	127	1.75	5.00	3.3238	0.03862	0.62158	0.696
Socialization	S	127	2.00	5.00	3.2834	0.04446	0.71544	0.512
Externalization	E	127	1.00	5.00	3.5900	0.04956	0.79755	0.536
Compound	C	127	2.00	5.00	3.2295	0.05942	0.95625	0.735
Internalization	I	127	2.00	5.00	3.2874	0.04678	0.75288	0.627

The results of the path analysis are presented in Table 3. According to Table 3, it can be said that the relationship path coefficient between organizational culture and Knowledge management was 0.63. T for this coefficient was 6.2 and its value above the threshold of 1.96 was obtained. Therefore, we can say that there was a positive relationship between organizational culture and Knowledge management.

Table 3. Results of positive correlation and significant coefficients.

path	sign	Path coefficient	Sig.
Organizational Culture → Knowledge management	OC → KM	0.63	6.2

Discussion and Conclusion

The aim of this study was to investigate the relationship between organizational cultures with knowledge management among staff in Shefa specialized Hospital of Heart, Golestan province, Iran. Regard to the results, there was a positive and significant relationship between organizational cultures with knowledge management. This finding fits with research of Fadai & Andayesh (2015), Mohajer et al. (2014), Rezai-kalantari et al. (2014), Amiresmaili et al. (2014), Hormanesh (2011), Amin-bidokhti et al. (2011), Sadeghi et al. (2011), Seydjavadeyn et al. (2010), Haghighat-monfared & Hoshyar (2010), Zare (2007), Mayfield (2008), Lai and Lee (2007), that there is a significant relationship between organizational culture and knowledge management. Kanges (2005) believes that strong and the correct organizational culture provides implementation of knowledge management strategies. According to conducted studies and present study, it can be concluded that culture change is considered one of the most important aspects of any knowledge management system.

Only with investigating, modifying and creating an appropriate and flexible organizational culture can gradually change the pattern of interaction between people in the organization and can benefit from management of knowledge as a competitive advantage. Existing a weak and lack of flexibility culture, participation and creativity in the organization causes staff have no desire to innovate, change and create new ideas and on the other hand, are afraid of sharing and exchange their knowledge with others, while a dynamic, collaborative and flexible culture that organization members know and believe it, reacts well to changes and puts the organization on the path of progress and excellence. Organization, in order to be able to effectively improve knowledge system and spread throughout the organization, must first pay attention to organizational culture and how organizational culture much be stronger, implementation of knowledge management will be done more successful. Over the past few years, extensive discussions have taken place about the importance of knowledge management in our society. Professors and researchers from different disciplines such as sociology, economics and management science agree that a change has occurred. Powerful forces are reshaping the world of economics and business and so much declare a fundamental shift in organizational processes and human resource strategies.

The primary forces of change include globalization, a higher degree of complexity, new technologies, increasing competition, attention to knowledge management by managers is necessary. This development has caused more slope latest of learning curves, because organizations are trying double to adapt quickly and shaping their anticipatory strategies. In order to stay in the forefront and maintain a competitive edge, organizations must have the appropriate capacity to keep developing, organizing and productivity of their employees' competencies. In recent years, various organizations and companies have begun to join the management knowledge and new concepts are aware of the intensification of this process such as knowledge work, knowledge workers, knowledge management and knowledge organizations. Peter Drucker, using these words informs a new type of organization that power of the mind is the rule rather than arm strength.

According to this theory communities can be expected to have more development in the future that has more knowledge. Therefore, having the natural resources cannot be important as well as knowledge. Knowledge organization gains the capability that is able to make great power from low power, (Abtahi & Salvati, 2007).

Conflict of interest

The authors declare no conflict of interest

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