

INVESTIGATING THE RELATION BETWEEN KNOWLEDGE MANAGEMENT AND ORGANIZATIONAL AGILITY OF KOHKILOUYE HEALTHCARE SYSTEM PERSONNEL

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Received - 21.05.2018; Reviewed and accepted - 08.06.2018

ABSTRACT

Introduction: Today organizations have given more significance to perception, adaptability and managing the surrounding environment changes and have proceeded in acquiring and utilizing up-to-date knowledge and information for improving operation and providing more optimal services and products for clients. Such organizations require utilizing a new style of management called knowledge management. In present space, agility means effective reaction to changing and unpredictable environment and using these changes as opportunities for the organizational progress. The present study aims at investigating the relation between knowledge management and agility of Kohkilouye city healthcare system. **Methodology:** This study is descriptive and of correlation type. The study tool is constituted from questionnaires of Newman and Conrad knowledge management (2000) and organizational agility of Nikpour and Saljegheh (2010). The statistical population of the study includes all healthcare system official personnel that 123 persons were selected as sample with simple random method. The validity was confirmed by researchers and the reliability was calculated by Cronbach's Alpha test. Statistical analysis was performed with the aid of SPSS software. **Results:** the results showed that there is a significant relation between organizational agility (responding, competence, speed and flexibility) with knowledge management ($P<0.05$). Also, the results showed that there is a significant relation between organizational agility components (responding, competence, speed and flexibility) and knowledge management components (knowledge preservation and maintenance, knowledge transfer, knowledge creation and knowledge application) ($P<0.05$). **Conclusion:** agility components are able to predict knowledge management among Kohkilouye healthcare system personnel.

Keywords: Healthcare, Organization, Management, questionnaires

INTRODUCTION

Knowledge is a key resource in every organization. The more human knows, the better he could act. In today world, knowledge is not only considered an asset but it is treated as an important capital for organizations, so in knowledge era when knowledge is considered as the most important capital, the organizations need to have a different management approach towards personnel and the organization. Preservation and maintenance of the organization personnel and fostering their learning capacity has an effective role in success and acquiring competitive identity for the organization. So, like physical resources management such as money, knowledge management should be a part of standard policies of the organization. The ground of knowledge management is regular and evident management of knowledge which is realized by processes of creation, collection, extension and application of knowledge. In knowledge management, turning individual knowledge to collective one is significant to be applied extensively in all parts of the organization. A simple definition of knowledge management includes prompting the individuals' to share their knowledge with others. A more comprehensive and acceptable definition of knowledge management has been provided by Petrish which includes knowledge management, accurate knowledge acquirement for suitable people incorrect time and appropriate location, so that they could best use knowledge for access to the organization objectives. The present era is the period of fast and great evolutions in technologies. For progress, the societies seek more and better meet the competitive arena for using an instrument called encountering non-confidence factors, preserving the situation and creating agility and innovation. They have defined knowledge as a reality or state of knowing some things by experience or obtained association. In the knowledge respect, there are various practical features such as complexity and mobility. Another feature of knowledge is its being generative, that is, the person who enjoys knowledge could manipulate facts and affairs to lead to creation of new knowledge. In fact, the organizations could create a capacity in their operational structure and methods which create flexibility, change and adoption with varying conditions without requirement of doing a series of permanent, obligatory or fundamental changes. Since

the most important capital in every organization is human capital, so the organization knowledge management may play an important role in creating the organization agility. Today, by increase of competition and unpredictable changes in business area, for acquiring competitive advantages in achieving the organizational objectives and success in business, the organizations are required to act agilely, this capability helps the organization to discover unpredictable changes for access to better situation in the competitive market and improving time cycle in management activities and response it. Agility means a series of capabilities and competencies which causes survival and progress of the organization in business environment. In this era, besides many efforts which are performed in the field of knowledge management for the organization and in this regard, agility and producing new thoughts and notion by managers and organizational personnel has a special significance. Today, the organizations are successful and could continue their life in the competitive world which constantly apply new thoughts in the organization, but if the organizations create the required conditions and environment? Are they familiar with suitable levers for optimizing agility? The knowledge management role is noticed as a key lever in the organization for creating agility. Regarding these issues, this question is introduced that if knowledge and its dimensions impact the organizational agility.

METHODOLOGY

Regarding that the present study investigates the relation between knowledge management and organizational agility in the healthcare system is of correlation-descriptive type. In this study, knowledge management variable has been considered as predicting variable and the organizational agility variable as the criterion variable. The statistical population of this study includes all official employees of Kohkilouye healthcare system that are total 210. The number of statistical sample members has been obtained using Morgan table and includes 132 persons. In this study, simple random sampling method was used that nine questionnaires were dropped and 123 persons have been collected.

The data collecting instrument is Newman & Conrad management questionnaire (2000) and Nikpour & Salajegheh organizational agility questionnaire 92010).

For determining the validity of this study questionnaire, content validity has been used. The study reliability has been obtained using Cronbach's alpha test for questionnaires of knowledge management and occupational agility respectively 0.84 and 0.83. In this study, by referring to Yasouj University of Medical Sciences, the required license for performing the study among Kohkilouye healthcare system was received, and after confirming by healthcare system management, the questionnaire was distributed among personnel. Statistical analysis was done with the aid of SPSS 22 software and linear regression statistical tests and Pearson Correlation factor.

RESULTS

Among 123 participators in the study, there were 81 women and 42 men. In age respect, 29 persons were in 20-30 years old group, 37 persons in the age group of 31-40, 36 persons in the age group of 41-50 and 21 persons are in age group of 51 years old and higher. In respect of education, ten persons have a diploma, 19 persons have an associate diploma, 46 persons have bachelor's degree, 39 persons have master's degree, and nine persons have a doctoral degree.

About the relation between knowledge management and organizational agility, Pearson correlation factor for these two variables was 0.98, and the observed significance is smaller than 0.05 which is less than significance standard level ($\alpha=5\%$). So the study hypothesis in confidence level 95% is confirmed, so there is a significant relationship between two variables. In this hypothesis, determination factor rate (R^2) is 47%. In this meaning that knowledge management has had 47% of the ability to predict the organizational agility

Table 1: correlation factor between knowledge management and organizational agility

Significance level	R ²	Correlation factor	Statistical indicator variable
0.001	**0.472	**0.687	Knowledge management agility

**P≤.01 * p≤.05

About the relation between knowledge management and competence, Pearson correlation factor for these two variables has been 0.58 and significance rate observed is smaller than 0.05 that is less than standard significant level, so the study hypothesis is confirmed in confidence level 95%. Therefore, there is a significant relationship between two variables. In this hypothesis, determination factor rate (R^2) has been 34%, in this meaning that knowledge management 34% can predict competence.

Table 2: correlation factor between knowledge management and responding

Significance level	R ²	Correlation factor	A statistical indicator of variable
0.000	**0.34	**0.583	Knowledge management Responding

**P≤.01 * p≤.05

Regarding table 3, about the relation between knowledge management and responding, Pearson correlation factor for these two variables was 0.536 and significance rate observed is smaller than 0.05 which is less than the standard significance level ($\alpha=5\%$), so the study hypothesis is confirmed in confidence level 95%. Therefore, there is a significant relation between two variables. In this hypothesis, determination factor rate (R^2) is 28%. This means that knowledge management 28% can predict responding.

Table 3: correlation factor between knowledge management and competence

Significance level	R ²	Correlation factor	Statistical indicator variable
0.000	**0.28	**0.536	Knowledge management competence

**P≤.01 * p≤.05

Regarding table 4, about the relation between knowledge management and flexibility of personnel, Pearson correlation factor for these two variables has been 0.646 and the significance rate observed 0.00 is smaller than 0.05 which is less than the standard significance level ($\alpha=5\%$), so the study hypothesis is confirmed in confidence level 95%. Therefore, there is a significant relation between two variables. In this hypothesis, determination factor rate (R^2) is 41%. This means that knowledge management 41% can predict personnel flexibility.

Table 4: correlation factor between knowledge management and personnel flexibility

Significance level	R ²	Correlation factor	Statistical indicator variable
0.000	**0.418	**0.646	Knowledge management personnel flexibility

**P≤.01 * p≤.05

Regarding table 5, about the relation between knowledge management and personnel speed of personnel, Pearson correlation factor for these two variables has been 0.440 and the significance rate observed 0.00 is smaller than 0.05 which is less than the standard significance level ($\alpha=5\%$), so the study hypothesis is confirmed in confidence level 95%. Therefore, there is a significant relation between two variables. In this hypothesis, determination factor rate (R^2) is 19%. This means that knowledge management 19% can predict personnel speed.

Significance level	R ²	Correlation factor	Statistical indicator variable
0.000	**0.194	**0.440	Knowledge management personnel speed

**P≤.01 * p≤.05

DISCUSSION AND CONCLUSION

One of the topics discussed in recent years in the state entities is to assess the relationship between personnel knowledge management and its relation with agility for solving the organization process problems. So, this study aims to investigate the relation between knowledge management and organizational agility in Kohkilouye healthcare system.

The results showed that knowledge management 47% can predict organizational agility. In explaining this hypothesis, we can say that focus of knowledge management is on people, and it emphasizes the people as a knowledge source. The effort of knowledge management in revealing incidental and intangible capitals and applying them for the organization revival and is an advantage in organizational competition era. Regarding that, the process of knowledge management in the organizations is a vital issue and using knowledge management in shorter time, and with higher quality, the organizations could supply the information required by the organization members. Some performed studies in this field confirm the results obtained from this hypothesis. The results of this study are consistent with findings of Rezaei (2016), Mirghafoori (2015), Shahbazi (2015), Mehrabi (2013), Ing Vang (2012) and Garcia (2015).

There is a significant relation between knowledge management and competence so that selecting competent personnel 34% can predict the organizational agility. In explaining these results we may say that in agile organizations, knowledge management is responsible of having suitable knowledge in appropriate time and place, that is when change is difficult and having suitable knowledge means that we are seeking new needs and fulfilling these needs and removing old requirements in the organization. The results of this study are consistent with results of studies of

Rigo (2006), Teresa, Chia & Tia (2006), Kilung & Chakit (2015), Garcia (2015), Rezaei (2016), Mirghafoori (2015), Shabazi (2014), Matlabi (2010).

Knowledge management 28% can predict responding. In agile organizations, knowledge management discusses first about organizational learning, then the application and finally objective. The organization for benefiting from its business setting should reinforce its organizational learning environment and get help from its mechanisms. Peter Sange for creating a learning organization, emphasizes having personal dominance and capability, there is a common spirit between the organization and the individual for the tendency to learn. Mental models – what we may do in different situations. Creating a common picture- the same picture and ideal we are seeking. Team learning constitutes building block of modern organizations learning. The results of this study are consistent with studies of Rezaei (2016), Mirghafoori (2015), Shahbazi (2014), Mehrabi (2013), Loy & Hazan (2009) and Ing Van (2012).

The results showed that there is a significant relationship between knowledge management and flexibility. Knowledge management 45% can predict flexibility. The results of this study are consistent with the results of Asari (2015), Bagheri Karachi & Abbaspour (2012), Jorfi (2013), Kilong & Chakit (2015).

The results showed that there is a significant relationship between knowledge management and organizational speed. Knowledge management 28% can predict flexibility. The results of this study are consistent with the results of Asari (2015), Bagheri Karachi & Abbaspour (2012), Amirnejad & Khosravi Pour (2015), Mehrabi (2013), Garcia (2015) and Rigo (2006).

CONCLUSION

Generally, with a glance at the results obtained from this study and other related studies we may conclude that there is a significant and positive relation between knowledge management and organizational agility. Regarding the results obtained from this study and confirmed the positive impact of knowledge management on organizational agility and regarding the theoretical fundamentals pointed out in previous chapters, we can say knowledge management and organizational agility are considered the requirement of life continuation and stability of healthcare organizations in today world when there are fast and unpredicted changes. Undoubtedly, in new century knowledge level and skill of workforce will be the main weapon of the competition field and since the aim of healthcare organizations is to increase the society's health and this goal is achieved with more speed and quality through organizational agility. On the other hand, regarding that agility process of an organization is a knowledge-oriented process, abilities and supports of information and communication technology in the field of knowledge distribution causes innovation increase in the organization. In other words, healthcare system using information and communication technologies could acquire its considered information in the ground of teaching-learning and for improvement of knowledge management with more speed that this may help to increase of innovation and agility level that the results of this study confirm this.

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