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CO-RELATION STUDY ON KNOWLEDGE MANAGEMENT PRACTICES AND ITS EFFECT ON KNOWLEDGE SHARING OF HEALTH CARE PROFESSIONALSIN CHENNAI

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ABSTRACT

This research study examines the impact of knowledge exchange practices on professionals in the health care sector in Chennai. In recent years, organizations have all encountered the challenge of enhancing the rate at which knowledge is shared. Therefore, in order to prevent them, it is critical for any organization to identify the primary causes of health care professionals' absences. This study emphasizes the correlation between knowledge sharing and the management practices that facilitate knowledge sharing. As independent variables, knowledge management practices including knowledge creation, knowledge capture, and knowledge storage are considered here. Sharing of knowledge has been designated as the dependent variable. A convenience sampling technique was employed to select a sample of 250 employees who agreed to partake in this survey. The descriptive design of research is utilized. The health care professional provided responses to a questionnaire used to collect Primary Data. Utilizing descriptive statistics, correlation, and regression analysis, the gathered data are examined. The findings of the study indicate that knowledge practices significantly influenced healthcare professionals' knowledge sharing.

Keywords: *Knowledge Management Practices. Knowledge Sharing, Health Care Professionals.*

1. INTRODUCTION

Replicating knowledge-based resources is often a challenging task in terms of identification. However, after being generated, these knowledge assets have the potential to generate enduring and sustainable competitive advantage. Nonaka and Takeuchi (1995) emphasized that for an organization to be effective over the long term, it is critical to cultivate and utilize organizational knowledge. By implementing a Knowledge Management strategy, organizations can increase their profitability, competitiveness, and efficiency, according to Beijerse (1999).

Knowledge Management is an indispensable procedure for the transmission and distribution of newly acquired and pre-existing information throughout an entire organization. Mahesh and Suresh (2004) assert that various types of knowledge are possessed by distinct organizational members. The implementation of knowledge management practices can facilitate the efficient transmission of information among team members, enabling them to access it when necessary to fulfill their duties within the organization. According to Serrat (2008), knowledge management entails the acquisition of pertinent and beneficial content. It defines the knowledge, its accumulation and storage, as well as the employees' retrieval and utilization of the content. Knowledge Management (KM) is a straightforward procedure whereby both tacit and explicit knowledge possessed by personnel within an organization are recognized, accumulated, and transformed into a more practical format, thereby enabling accessibility to all other employees.

2. REVIEW OF LITERATURE

In their recent publication, Hujala and Laihonen (2022) conducted a comprehensive literature review concerning the impact of KM on health and social care administration. The outcomes of the examination inform the proposal of an assessment framework for the impacts of KM. The effects of knowledge management (KM) on the management of health and social care are classified into six primary categories, as identified by the study: improved risk management, enhanced understanding of customer needs, enhanced organizational performance, more targeted decision-making, and improved quality of service.

Kathryn Cormican et al., (2021) explored the questions of whether and how key organizational factors impact knowledge sharing, focusing on the role of trust, communication, reward systems and leadership. This, they analyzed prior work and generated hypotheses relating to relevant enablers. It is found that trust, communication, reward systems, and leadership strongly impact knowledge sharing in organizations.

In their study, Tri Utoyoet al. (2020) investigated three key factors: the impact of knowledge sharing on employee performance, the influence of top management support on employee performance, and the mediating function of knowledge sharing in this relationship. The findings indicated that the endorsement of knowledge sharing by top management was significantly and positively impacted. In their study, Sanjeev Sharma and Tamanna (2019) emphasized the criticality of knowledge management to an organization's competitiveness and sustainability. To examine the relationship between organizational resilience and the four dimensions of knowledge management, this research utilized a sample of 210 employees from thirteen institutions located in the union territory of Chandigarh and the states of Himachal and Punjab. Organizational resilience was positively impacted by all four dimensions of knowledge management, according to the study's findings.

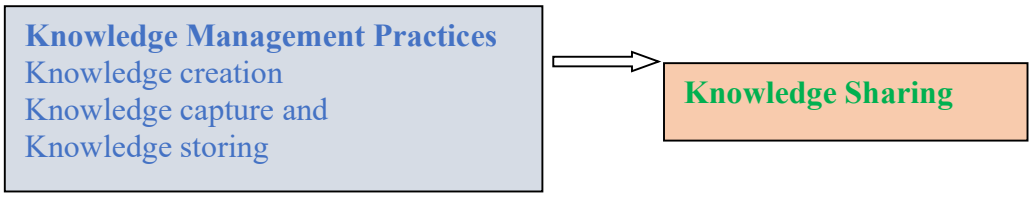
3. RESEARCH PROBLEM

The industrial revolution altered the course of events, and the development of factories and industries created a demand for systematic knowledge, which over time became increasingly

specialized. Subsequent to that period, scientific and practical knowledge has expanded at an exponential rate (Mokyr, 2002). This process has progressed at an accelerated rate over the last century due to the swift advancements in information and communication technologies. The accessibility of both pre-existing knowledge and that of knowledge creators has significantly expanded. As a result, organizations are examining knowledge management from their own vantage point. The majority of organizations engage in knowledge management proactively through the implementation of cost-cutting systems and processes that generate distinctive products and services (Vedpurishwar, 2009).

4. RESEARCH FRAME WORK OF THE STUDY

In this research knowledge management practices such as knowledge creation, knowledge capture and knowledge storing are taken as the independent variables and knowledge sharing has been taken as the dependent variables. Based on this the research framework is formulated



5. OBJECTIVES OF THIS STUDY

1. To study the healthcare professional perception towards perceived knowledge management practices and knowledge sharing
2. To examine the relationship between perceived knowledge management practices on knowledge sharing in the healthcare professionals
3. Toanalyse the effect of perceived knowledge management practices on knowledge sharing in the healthcare professionals.

6. HYPOTHESES OF THE STUDY

H_1: Healthcare professionals' perception towards knowledge management practices and knowledge sharing

H_1: Knowledge management practices has been related with knowledge sharing of the healthcare professionals in Chennai

H_1: Knowledge management practices has the effect on knowledge sharing of the healthcare professionals in Chennai

7. METHODOLOGY ADOPTED IN THIS STUDY

In this research paper, research design, study area, population, sampling procedure questionnaire description and statistical tools applied have been explained.

Research Design

Descriptive types of research design is applied. Descriptive research refer to the collected data described based on the information provided by the sample respondent relating the questions.

Study Area

This research work in conducted in Chennai. Chennai is main center for health care sector. In Chennai there are number of health care professional doing their services to the public Hence, Chennai has been considered as study area.

Population

The employees working in multi-specialty hospital in Chennai has been considered a population

Sampling Procedure

In the health care sectors, Chennai, there are so many professional working it is difficult to identify the exact population of the professionals. However, the researcher made a attempt to select sample respondents through reference group, from the reference the health care sector professionals have approached through convenance sampling methods. The researcher met to the health care professional to given the research questionnaire total 150 questionnaire distributed. So, this study comprises of 150 as a sample size.

Questionnaire description

Jurgita Raudeliuniene and Mirna Kordab (2019) has been measured the knowledge management practices with three dimensions namely knowledge creation, knowledge capturing and knowledge storing. This author tool is adopted and modified for this study. Here knowledge creation measured with three items, knowledge capturing with three items and knowledge storing measured with four items. Fadzilah (2008) tool has been used for measured the knowledge sharing. These totals consist six items. All the statement are measured likerts five-point scale, where five is strongly agree and one stands for strongly disagree.

Statistical tools used

Descriptive analysis, correlation and regression analysis have been applied to test the above stated hypothesis

8. RESULTS AND DISCUSSION

Table-1: Employees Opinion towards Knowledge Creation

Knowledge Creation	Mean	Standard deviation
Generates best practices to improve future projects	4.06	1.12
Quickly use new opportunities to serve the clients	3.94	1.04
Provides new services depending on the newest demands	3.78	0.94

Table-1 explains the employees' perception towards their knowledge creation has been analysed with three statements. Then mean and standard deviation values are calculated. The mean score lies from 3.78 to 4.06. From this data, it is observed that the employees have higher level perception towards that they have ability to generate best practices from previous project which leads them to improve future project (4.06) followed by they are quickly use the new opportunities to serve their clients (3.94) and they provides new services dependently on the market demand (3.78). From this information, it is inferred that the employees are having good knowledge creation practise in order to improve their new projects and satisfies their clients. However, employees have not much provide new services depending on the market demands. The results of study matched with kathryncormican et. al., (2021). Their result showed that employees are more willing to share their personal knowledge and carefully designed communication system with enable knowledge creation

Table-2: Employees Opinion towards Knowledge Capturing

Knowledge Capturing	Mean	Standard deviation
Captures external knowledge from industrial associations, competitors, clients and suppliers	3.91	1.29
Captures knowledge from public research institutions, universities and government laboratories	3.89	1.25
Dedicated resources for acquisition and obtaining internal knowledge from experienced people.	3.85	1.31

Table-2 indicated the employees' opinion towards their knowledge capturing. It is analysed with three statements. Further mean and standard deviation values are calculated. The calculated mean score is ranged between 3.85 and 3.91. From this mean score, it is noted that employees are highly rated that they captured external knowledge from industrial associations, competitors, clients and suppliers (3.91), followed by they captured knowledge from public research institutions (3.89) and dedicated resources for acquisition and obtaining internal knowledge from experienced people (3.85).

Knowledge capturing is found to be at a higher level among the employees. Here, employees are capturing external knowledge from industrial associations, competitors, clients and suppliers. However, dedicated resources for acquisition and obtaining internal knowledge from experienced people is at lower level. Betelehem Lema (2017) found that knowledge capturing and obtaining internal knowledge from experimental people was at lower. Further they stated that knowledge capturing is more in the presence of information communication technology

Table-3: Employees Opinion towards Knowledge Storing

Knowledge Storing	Mean	Standard deviation
Good database wise practice for strong	3.98	1.21
Learned lessons are stored properly	4.02	1.02

Regularly updated the skills	3.81	0.92
Information stored in the system are constantly upgraded	3.89	1.28

Table-3 shows the employees opinion towards their knowledge storing, which is analysed with four statements. Further mean and standard deviation values are calculated. The calculated mean score is ranged from 3.81 to 4.02. From this mean score, it is noted that employees have rated highly towards that their learned lessons are stored properly (4.02), followed by they are having good data base (3.98), information stored in this system are constantly upgraded (3.89) and they are regularly updated their skills (3.81).

Knowledge storing is found to be at a higher level among the employees working in Health care industry. Employees are having good practices for storing their learned lessons properly. However, updating of their skills regularly is at lower level among the employees in Health care industry. Zahid Zamir (2019) found that employees are having good knowledge storing practise. Knowledge storing depends on usability and comfortability of the knowledge management initiation undertaken by the management

Table-4: Employees Opinion towards Knowledge Sharing

Knowledge Sharing	**Mean**	**Standard deviation**
Share the information and knowledge necessary for the tasks.	4.64	0.96
Improve task efficiency by sharing information and knowledge.	4.56	1.07
Promote the sharing of information and knowledge with other teams in my organization	4.60	1.02
Promote and organize brainstorming camps for knowledge sharing to solve the problem	4.55	0.84
Employee rotation across areas for knowledge seeking and sharing encouraged.	3.69	1.29
Employees from various functional units should work together to achieve a common goal.	3.85	1.41

Table-4 explains the health care employee's opinion towards their knowledge sharing which is analysed with five statements. Further mean and standard deviation values are calculated. The calculated mean score is ranged between 3.69 to 4.64. From this mean score, it is observed that employees are highly rated that sharing information and knowledge is necessary for the tasks (4.64), followed by they are promote the sharing of information and knowledge with other teams in the organization (4.60), they improve task efficiency by sharing information and knowledge (4.56), they are promoting and organizing brain storming camps for knowledge sharing to solve

the problem (4.55), employees from various functional units work together to achieve a common goal (3.85) and employees rotation across areas for knowledge seeking and sharing has to be encouraged (3.69).

In healthcare industry employee's knowledge sharing is found to be at a higher level. Employees are having better practice of sharing information and knowledge necessary for the tasks. However, employees have not much believe that the rotation across areas for knowledge seeking and sharing. Betelehem Lema (2017) found that knowledge sharing of employees in more in the presence of information communication technology for continuous sharing practices.

Table-5: Knowledge Management Practices and Knowledge Sharing

Knowledge Management Practices	**Knowledge sharing for necessary tasks**	
	r-value	**p-value**
Knowledge Creation	0.161	0.014**
Knowledge Capturing	0.465	0.015**
Knowledge Storing	0.657	0.012**

It is hypothesized that health care employee's knowledge management practices have been related with their knowledge sharing. To examine the stated hypothesis, Pearson correlation test is applied. The result is displayed table-5 The calculated P-values for employee knowledge management practices and knowledge sharing for fulfilling necessary task of the organization have found to significant at one percent and five percent level. Thus, the stated hypothesis is accepted. It is inferred that there is relationship between employee's knowledge management practices and knowledge sharing. Further, the correlation values are ranged from 0.168 to 0.651. From the r-values, it is observed that employee's knowledge storing has secured highest value (r=0.657) with knowledge sharing, followed by knowledge capturing (r=0.465), and knowledge creation (r=0.161). From the result, it is revealed that knowledge management practices have positive and significant relationship with knowledge sharing of the employees. knowledge storing has more relationship with employee's knowledge sharing.

Table-6: Effect of Knowledge Management Practices on Knowledge Sharing

R-value	**R^2-value**	**Adjusted R^2 Value**	**F-value**	**P-value**
0.691	0.477	0.462	32.304	0.001*

Predictors	**Unstandardized Co-efficient**		**Standardized Coefficients**	**t-value**	**p-value**
	B	**Std. Error**	**Beta**		
Constant	-4.203	0.544	-	-7.726	0.001*
Knowledge Creation	1.500	0.168	-0.061	-0.271	0.506NS
Knowledge Capturing	0.983	0.204	0.030	0.109	0.183NS
Knowledge Storing	0.240	0.146	0.027	0.139	0.247NS

It is hypotheses that employee's knowledge management practices have influenced the knowledge sharing. Multiple linear regression test has been applied. The result is presented in the table-6. Here, knowledge management practices dimensions have been treated as the independent variables. Employees knowledge sharing has been treated as the dependent variable. From the result, it is observed that the calculated adjusted R^2 value is 0.462, the corresponding F-value is 32.304, which is not significant (P = 0.001) at one percent level. Thus, the stated hypothesis is rejected. Further, adjusted R^2-value indicated that the employee's knowledge management practices dimensions explained at 46.2 percent by the employees knowledge sharing. The regression co-efficient values have been indicated the strength of association between independent variable and dependent variables. It is expressed by the following equation.

Knowledge Sharing = -4.203 + 1.506 (knowledge creation + 0.983 (knowledge capturing) + 0.247 (knowledge storing).

From the regression equation, it is inferred that knowledge creation, knowledge capturing and knowledge storing have positive effect on knowledge sharing

Further, co-efficient values in the regression equation indicated that increase of knowledge sharing it has been influenced by the knowledge creation, knowledge capturing and knowledge storing at some level. Here, to have one unit of knowledge sharing of the employees knowledge creation has been influenced at 1.506 level, when other factor remain constant. Similarly, knowledge capturing has been influenced at 0.983 level and knowledge storing has been influenced at 0.247 level. From the result, it is revealed that employees knowledge sharing have been positively influenced by knowledge creation, knowledge capturing and knowledge storing. However, knowledge creation, capturing and storing have influenced the employees knowledge sharing.

9. FINDINGS AND RECOMMENDATION

It is found that health care employees are having good knowledge creation practise in order to improve their new projects and satisfies their clients. However, employees have not much provide new services depending on the market demands. The results of study matched with Kathryncormican et. al., (2021). Their result showed that employees are more willing to share their personal knowledge and carefully designed communication system with enable knowledge creation

Knowledge capturing is found to be at a higher level among the employees. Here, employees are capturing external knowledge from industrial associations, competitors, clients and suppliers. However, dedicated resources for acquisition and obtaining internal knowledge from experienced people is at lower level. Betelehem Lema (2017) found that knowledge capturing and obtaining internal knowledge from experimental people was at lower. Further they stated that knowledge capturing is more in the presence of information communication technology

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10. CONCLUSION

The knowledge application process involves applying, which includes retrieving and using, knowledge in support of decisions, actions, problem-solving, developing competency maps to place people in best jobs and teams for improving productivity, establishing communities of interest, automating routine work or workflow, and training the people to meet the requirements of current issues.

The created and incorporated new knowledge should be managed and shared among the employee. Knowledge sharing has become an essential part of knowledge management. The ultimate goal of knowledge sharing is to distribute the right content to the right people at right time. The system therefore must enable us quickly and effectively to find relevant information & expertise and that can aid into decision-making & problem solving. Hence, the tacit knowledge resides in the minds of individuals, in their skills, experiences, value judgments Knowledge Sharing is an interactive practice of disseminating reliable knowledge, to the right people at the right time, in an intelligible way that allows them to act carefully and to enrich the organization's knowledge base. Knowledge sharing among individuals enables work groups to enhance competency and mutual generating new knowledge.

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