Relationship between Strategic Knowledge Management and Self-Management and Organizational

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A R T I C L E I N F O	*A B S T R A C T*
ORIGINAL ARTICLE ***Corresponding Author:** Monika Motaghi **Email:** monika3005@yahoo.co.uk **Tel:** +98 9122466009 **Citation:** Kouravand N, Motaghi M. Relationship between Strategic Knowledge Management and Self-Management and Organizational Development regarding Managers of Social Security Hospitals in Isfahan, 2022. Journal of Social Behavior and Community Health (JSBCH). 2023; 7(2): 1095-1106.	**Background:** Strategic knowledge management is widely recognized as a pivotal resource for the success of contemporary organizations. Self-management skills of managers are instrumental in fostering an organization's growth and sustainability in the long run. The present study explores the relationship between strategic knowledge management and self-management and organizational development among managers in Social Security (Tamin-e Ejtemaei) Hospitals in the city of Isfahan. **Methods:** This was a practical, descriptive, and survey-based research with a correlational design, classified as field study. This study was conducted in 2022 on 117 managers of Tamin-e Ejtemae'i hospitals (Dr. Ali Shariati Hospital and Dr. Gharazi Hospital) in the city of Isfahan. Strategic knowledge management was measured using Lopez-Nicholas and Mariano-Cardenas questionnaire, self-management was evaluated through SMSQ questionnaire devised by Houghton and Neck, and organizational development was assessed using the Lok and Crawford questionnaire. The collected data underwent analysis using SPSS 26 software and the statistical methods applied Spearman's rank correlation test, Tukey's test and significance level was set at 0.05. **Results:** A significant correlation was observed between strategic knowledge management and self-management (P-value = 0.027), strategic knowledge management and organizational development (P-value = 0.000), and between organizational development and self-management (P-value = 0.000). Regarding organizational development, the highest average score was associated with relationships (a score of 20.5172); for strategic knowledge management, explicit knowledge received the highest average score (a score of 21.2632), and concerning self-management, personal goal setting obtained the highest average score (a score of 20.1810). **Conclusion:** Investing in strategic knowledge management, focusing on intellectual capacities, and increasing managers' self-management improves performance and organizational development in hospitals. **Keywords:** Strategic, Self-Management, Knowledge, Development.

Introduction

Information and knowledge management have evolved into indispensable pillars for survival and growth of dynamic and innovative organizations; even the ability to compete effectively in today's markets and business landscapes hinges on the organization's capacity to acquire, cultivate, and continuously update both individual and organizational knowledge.

In their renowned book "The Knowledge-Creating Company" Nonaka and Takeuchi categorized human knowledge into two fundamental types. The first type is "Explicit Knowledge," which can be articulated in formal language, such as grammatical sentences, mathematical expressions, signs, symbols, and instructions. This type of knowledge is readily and formally transferable to other individuals. However, the most vital form of knowledge is "Tacit Knowledge" which defies expression in formal language. Tacit knowledge possesses an individualistic dimension, rooted in personal experiences, encompassing intangible elements such as personal opinion, individual characteristics, and value systems (Nonaka, I., & Takeuchi, H., 1995). Knowledge management stems from the utilization and enhancement of knowledge assets and an organization's orientation toward learning.The purpose is to achieve the organization's objectives systematically, with a structured approach to manage creating, sharing, collecting, and disseminating knowledge as organizational assets. (Norouzzadeh, A., et al. 2019).

In a study conducted by Moomivand et al. (2022), researchers found a significant relationship between various dimensions of knowledge management including acquisition, creation, application, transfer, and preservation of knowledge, innovation in knowledge management and documentation of its results, and organizational development (Moomivand, H., et al. 2021).

Based on Bismo et al.'s research (2021), strategies for managing knowledge exert a

secondary impact on the overall company's performance, underscoring the fact that knowledge management is a crucial factor for innovation in companies. The effect of knowledge management strategy on company's performance through accelerating the company's innovation capacity is also acceptable. The result was consistent with a study by Santoro et al. (Bismo, A., et al. 2021).

Therefore, successful organizations continually assess generation, dissemination, the amount of production, publication, exchange, and utilization of knowledge among their employees through diverse methods. Moreover, in the context of organizational success, self-management skills of managers play a key role in the organization. (Hamidizadeh, M., et al. 2017). Self-management spans both the domains of behavioral science (recognizing and cultivating positive mental and spiritual aspects and traits, while identifying and mitigating negative spiritual and psychological aspects and traits of individuals) and the management area (correctly identifying abilities and talents and trying to nurture and flourish them) (Saeidi., 2010). Individuals equipped with self-management skills achieve personal growth and maturity, can make informed decisions when confronted with life's issues and challenges, assume and accept responsibility for their actions, and as a result, attain a sense of control and efficacy in life (Ghorbani., 2019).

In a research study conducted by Mirsafian et al. (2022), it was revealed that training in communication skills had a significant impact on enhancing self-management behaviors, conflict management, and their related components among wrestling coaches; this effect persisted for 12 weeks after the educational intervention concluded (Mirsafian, H., et al. 2021).

These skills play a crucial role in the improvement and advancement of the organization (Kohandej, M.A & Tajdini, Sh., 2016). Organizational development represents systematic application of knowledge and behavioral science across various levels, including groups and inter-

group communications and the organization as a whole, to make planned changes (Rahmani, 2018). Anna Witek-Crabb (2014) conducted a research in the field of organizational development and found that larger companies are more advanced in organizational development, and display greater integration, a systemic approach, and consistency in the execution of strategic management (Witek-Crabb., 2014). In a study by Mkheimer et al. (2020), significant relationships were observed between employees' engagement factors and organizational development. These findings had important implications for management, especially underscored the importance of managing human resources and motivating employees, all for the purpose of organizational development (Mkheimer, I., & Mjlae, S. A., 2020).

Consequently, it is of great importance to evaluate the status of knowledge management in healthcare organizations, particularly hospitals. As Tamin-e Ejtemae'i Hospitals are looking to embark on a journey of substantial transformation at their level, the findings from such investigations can serve as a foundation for implementing and enhancing operational excellence and fostering organizational development within these healthcare establishments. With a deeper understanding of their hospital's knowledge management status, managers can also try to proactively address any deficiencies and make preparations for improvement, transformation, and successful initiatives.

Methods

This was a cross-sectional, applied, and survey-based research. Its method was descriptive and categorized as a field study. In this study, the relationship between strategic knowledge management and self-management and organizational development among the managers of Social Security (Tamin-e Ejtemae'i) Hospitals was examined in the city of Isfahan (Dr. Ali Shariati Hospital and Dr. Gharazi Hospital) during 2022.

The statistical population consisted of 120 managers at Tamin-e Ejtemae'i Hospitals (including senior, middle, and operational managers in both hospitals). 3 managers declined to participate in the questionnaire due to scheduling constraints. Considering the size of statistical population, the study was conducted as a census, questionnaires were distributed to 117 participants, and responses were collected. Inclusion criteria included individuals with a minimum of five years of hospital work experience, having a managerial position, and voluntary participation in the research. Exclusion criteria consisted of unwillingness for participation and incomplete questionnaires

To assess self-management skills, a questionnaire developed by Houghton and Neck in 2002 was used (Houghton and Neck, 2002). This questionnaire consists of 34 five-choice questions based on the five-point Likert scale. It encompasses nine subscales, has been validated as reliable, and its Cronbach's alpha coefficient was calculated at 0.782 by Iremloo et al. (Iremloo., 2015).

To evaluate the knowledge management strategy, López-Nicolás and Meroño-Cerdán questionnaire (2011) was employed (López-Nicolás and Meroño-Cerdán, 2011). This questionnaire comprises eight items with two strategies of explicit knowledge management and tacit knowledge management. The reliability of this questionnaire was established using Cronbach's alpha method by Vazifehdoost et al. in 2014. The obtained scores for explicit knowledge management and tacit knowledge management were 0.739 and 0.734, respectively (Vazifehdust, H., et al. 2013).

To assess organizational development, Lok and Crawford's standard organizational development questionnaire designed in 2000 was utilized. This questionnaire comprises 34 questions distributed across eight dimensions. Its reliability was calculated and confirmed using Cronbach's alpha test, resulting in a reliability score above 70%, which was acceptable. Furthermore, in a research study by Milani et al. (2018), Lok and Crawford's

questionnaire was utilized, and its reliability was established at a coefficient of 0.95 (Milani, O., et al. 2019).

The reliability of all three questionnaires was reconfirmed separately. The self-management questionnaire yielded a Cronbach's alpha coefficient of 0.912, the strategic knowledge management questionnaire, achieved a coefficient of 0.848, and the organizational development questionnaire obtained a coefficient of 0.959, indicating the reliability of these questionnaires. Additionally, face and content validity of the questionnaires were verified by experts in this field.

Data analysis involved descriptive statistical methods (frequency, graph, percentage, mean, standard deviation, and variance) as well as Spearman's rank correlation tests (due to the rank classification of items in the questionnaires), the Kolmogorov-Smirnov test (to ascertain normality or abnormality of the questionnaires), parametric tests of one-way analysis of variance and independent t-tests (to apply the normality of all three questionnaires), Tukey's test (to address non-normality and inequality in service history), regression analysis (to examine the dimensions of self-management and organizational development questionnaire in accordance with Durbin-Watson statistic) using SPSS 26 software.

All ethical considerations were observed by the researcher. This study underwent a critical review at Islamic Azad University, Shahrekord Branch, and received approval with the ethical code IR.IAU.SHK.REC.1401.035. Informed consent to complete the questionnaire was obtained from the managers who volunteered to participate in the research, and detailed explanations and preliminary information regarding the questionnaire were provided to ensure that they had a clear understanding of the research's objectives and methodology. Moreover, assurances of strict confidentiality were extended to the subjects, guaranteeing that their personal information would remain undisclosed.

Results

The key findings regarding all senior, middle, and operational managers of Tamin-e Ejtema'i Hospitals in the city of Isfahan are as follows:

Gender distribution among the participants consisted of 61.5% males (72 subjects). Regarding work experience, 75.2% (88 participants) had 21 to 30 years of experience, 17.9% (21 subjects); 10 to 20 years of experience, and 4.3% (4 subjects) had less than 10 years of experience. Age distribution revealed that 60.7% (71 people) were between 41 to 50 years old, 24.8% (29 people) were over 50 years old, 10.3% (12 people) were between 30 to 40 years old, and 0.9% (1 person) was under 30 years old. Also, 89.7% (105 people) were married, while 10.3% (12 people) were single.

If the average score of strategic knowledge management is between 6 and 13, strategic knowledge management is weak, if it is between 13 and 21, it is at an average level, and if it is more than 21, strategic knowledge management is very good.

In this study, the average score of strategic knowledge management was 40.4825, indicating an optimal and very good level of strategic knowledge management.

If the average score of self-management is between 28 and 54, self-management is weak, if it is between 54 and 90, self-management is at an average level, and if it is over 90, self-management is at a very good level.

In this study, the average score for self-management was 123.1667, indicating a very good level of self-management.

If the average score of organizational development is between 28 and 54, organizational development is weak, if it is between 54 and 90, organizational development is at an average level, and if it is more than 90, organizational development is at a very good level.

In this study, the average score for organizational development was 129.4220, signifying a very good level of organizational development.

Following ranking of the items in both

questionnaires, respondents answered each question based on their satisfaction level, and Spearman's correlation coefficient was considered the best correlation coefficient for ranking states. Therefore, this coefficient was used as indicated in Table 1 (correlation matrix of the average score of strategic knowledge management with average score of self-management).

Likewise, in Table 1, correlation matrix of the average score of strategic knowledge management with the average score of organizational development, and in Table 1 also, correlation matrix of the average score of self-management with the average score of organizational development are presented using Spearman's rank correlation coefficient. There was a significant relationship between strategic knowledge management and self-management, strategic knowledge management and organizational development, and self-management and organizational development.

Table 1. Correlation matrix of the average score of strategic knowledge management with the average score of other variables

			Average score of strategic knowledge management	Average score of self-management	Average score of organizational development
Spearman	Average score of strategic knowledge management	Correlation coefficient	1.000	0.216	0.534
		Significance level	-	0.027	0.000
		Number	114	105	106
	Average self-management score	Correlation coefficient	0.216	1.000	0.343
		Significance level	0.027	-	0.000
		Number	105	107	101
	Average score of organizational development	Correlation coefficient	0.534	0.343	1.000
		Level of significance	000/0	0.000	-
		Number	106	101	109

The relationship between the average scores of strategic knowledge management, self-management, and organizational development and certain demographic variables (gender, marital status, and work experience) were explored. The findings are summarized as follows:

To check the impact of gender on average scores of research variables, P-values of all three variables were greater than 0.05; this implied that there was not significant association between average scores of strategic knowledge management, self-management, and organizational development. The scores remained consistent for both males and females.

It can be implied that the average scores of strategic knowledge management, self-

management, and organizational development did not vary between single and married groups of managers.

Furthermore, the average score of strategic knowledge management changed according to the work experience among managers. Significant differences were observed between those with 10 to 20 and 21 to 30 years of working experience. The results of the analysis of homogeneity of variances and Tukey's test are demonstrated in Tables 4 and 5, respectively.

Similarly, to explore the relationship between the average scores of self-managements and work experience, and given the normality of self-management questionnaire, a parametric test was applied. Due to the multi-level nature of the work

experience, one-way analysis of variance was performed. As shown in Table 2, the average score

of self-management among managers regarding their work history did not change.

Table 2. One-way variance analysis between strategic knowledge management score and service history and the average score of self-management and work history

		Sum of squares	Degree of freedom	Mean square	Fisher distribution	Significance level
Strategic knowledge management	Between groups	4.530	2	2.265	3.945	.022
	Within groups	59.131	103	.574	-	-
	Total	63.661	105	-	-	-
Average score of self-management	Between groups	0.562	2	0.281	-	-
	Within groups	19.464	101	0.193	1.457	0.238
	Total	20.026	103	-	-	-

Further investigation into the relationship between the average score of organizational development and work history, with respect to the normality of the organizational development questionnaire, also involved a parametric test and one-way analysis of variance was performed again. The average score of organizational development

in relation to the work history differed among managers. The differences were identified by using the homogeneity of variances test and its acceptance and then Tukey's test to detect the inequalities in the average scores, the disparity was observed within the tenure brackets of 10 to 20 years and 21 to 30 years, as shown in Table 3.

Table 3. Tukey's test results regarding the average score of strategic knowledge management and work history and the average score of organizational development and work history

	Years of work experience (I)	work experience (J)	Significant difference (I-J)	Standard error	Level of significance	95% confidence interval Lower limit	95% confidence interval Upper limit
Strategic knowledge management	Less than 10 years	10 to 20 years	-0.20625	0.48023	0.903	-1.3476	0.9351
		21 to 30 years	-0.73238	0.44847	0.238	-1.7963	0.3355
	10 to 20 years	Less than 10 years	0.20625	0.48023	0.903	-0.9351	1.3476
		21 to 30 years	-0.52413*	0.21766	0.046	-1.0415	-0.0068
	21 to 30 years	Less than 10 years	0.73238	0.44847	0.238	-0.3355	1.7963
		10 to 20 years	0.52413*	0.21766	0.046	0.0068	1.0415
Organizational development	Less than 10 years	10 to 20 years	0.19000	0.41500	0.891	-1.1769	0.7969
		21 to 30 years	-0.64597	0.38797	0.224	-1.5683	0.2770
	10 to 20 years	Less than 10 years	0.19000	0.41500	0.891	-0.7969	1.1769
		21 to 30 years	-0.45567*	0.18896	0.046	-0.9050	-0.0063
	21 to 30 years	Less than 10 years	0.64567	0.38797	0.224	-0.2772	1.5683
		10 to 20 years	-0.45567	0.18896	0.046	0.0063	0.9050

The analysis of the dimensions (subscales) of the questionnaires was also conducted.

Regression analysis was employed using Enter method to examine the dimensions of

organizational development. The results of regression analysis for organizational development dimensions are presented in Table 4. Notably, all dimensions (subscales) of organizational

development exhibited positive beta values. The reward component displayed the highest beta value (0.235), while the goal component exhibited the lowest beta value (0.130).

Table 4 outlines the results of the regression analysis for the dimensions of self-management,

All dimensions (subscales) of self-management displayed positive beta values, with conceptualizing successful performance having the highest beta value (0.245) and evaluating beliefs and assumptions having the lowest beta value (0.068).

Table 4. Regression analysis of organizational development and self-management dimensions

Model		Non-standard Coefficients		Standard Coefficients	T	Level of significance	R^2 Adjusted coefficient of determination
		B	Standard error	Beta			
Organizational development	Reward sum	1.073	0.053	0.235	20.081	0.000	0.685
	Goal sum	1.000	0.080	0.130	12.509	0.000	0.807
	Leadership sum	1.232	0.075	0.225	16.358	0.000	0.902
	Attitude towards change sum	1.122	0.069	0.205	16.233	0.000	0.956
	Relationships sum	1.252	0.090	0.180	13.832	0.000	0.977
	Structure sum	1.234	0.075	0.219	16.514	0.000	0.993
Self-management	Conceptualizing successful performance	1.009	0.013	0.245	76.794	0.000	
	Personal goal setting	0.982	0.020	0.185	48.137	0.000	
	Self-talk	1.018	0.014	0.224	74.127	0.000	
	Self-encouragement	0.996	0.017	0.184	57.335	0.000	
	Self-punishment	1.012	0.012	0.226	85.024	0.000	
	Focus on natural rewards	1.015	0.019	0.158	52.681	0.000	
	Self-help	1.044	0.033	0.122	31.300	0.000	
	Evaluation of beliefs and assumptions	0.594	0.036	0.068	16.292	0.000	
	Self-reflection	1.033	0.029	0.134	35.283	0.000	

Based on Table 5, the highest score was 20.5172 attributed to relationships, while the lowest score was 16.1983 regarding rewards.

Furthermore, among the dimensions of self-management, the highest score was 20.1810 concerning personal goal setting, while the lowest score was 8.6923 concerning self-talks

illustrated in Table 5. In the case of strategic knowledge management, the higher average score was 21.2632 related to explicit knowledge, while the lower average score was 19.2261, linked to tacit knowledge. These findings are illustrated in Table 5.

Table 5. Average and standard deviation of dimensions of organizational development, self-management, and strategic knowledge

		Abundance	Average	Standard deviation
Organizational development	Goal	117	16.4052	2.45296
	Leadership	117	20.3552	3.42163
	Attitude towards change	117	18.0259	51509/3
	Reward	117	16.1983	4.17491
	Relationships	117	20.5172	2.71384
	Structure	117	18.9744	3.35657
	Beneficial mechanisms	117	19.1217	2.98578
Self-management	Conceptualizing successful performance	117	18.0595	61580/3
	Personal goal-setting	117	20.181	2.79627
	Self-talk	117	8.6928	3.35914
	Self-encouragement	117	10.9043	2.74972
	Self-punishment	117	11.9655	3.46142
	Focus on natural rewards	117	19.8421	2.77457
	Self-help	117	12.4383	2.72874
	Evaluation of beliefs and assumptions	117	12.9469	1.70525
	Self-reflection	117	45.5312	1.94458
Strategic knowledge management	117	21.2632	3.80045	3.80045
	117	19.2261	4.18448	4.18448

Discussion

The results of this study were in line with the research conducted by Hamid Azadi Reikandeh et al. in 2022; there was a positive and significant relationship between knowledge management and organizational performance. Also, a significant relationship was observed between the dimensions of knowledge management and performance (Azadi., 2021). Golnar Shojaei Baghini's research in 2016 showed that there was a significant relationship between self-management and performance, and self-management improves performance in the organization. Besides, there was a significant relationship between all components of self-management and performance (Shojaei Baghini., 2012).

Another significant finding of this study reveals that strategic knowledge management among managers was related to organizational development. A research study by Dawood Karimzadegan et al. in 2021 confirmed the findings of the current research. Karimzadegan's

study indicated that information technology that information technology had an impact on sustainable organizational development and knowledge management, and knowledge management in turn impacted sustainable organizational development (Karimzadegan, D. & Shidaei, M., 2021).

The curent research revealed a significant relationship between self-management and organizational development. In this regard, a research by Puran Ghasemi Soltan Abadi et al. (2018) was conducted in the year 2017, which showed that self-management skills had a positive and significant effect on employees' demonstration of courage (Ghasemi Soltan Abadi, P. & Beheshtifar, M., 2017).

The average score of organizational development indicated that within the statistical population of the research, organizational development was at a very good level. Considering that beta values of all dimensions (subscales) of organizational development were

positive, the performance of all of them is the same as questionnaire, and as a result, all subscales were directly related to the organizational development questionnaire. The reward component had the greatest and strongest impact, while the goal component had the least impact on the organizational development questionnaire.

Rewarding is a behavioral component and includes providing concrete incentives and tangible recognition for effective performance, significant accomplishments, and valuable contributions by individuals. Thus, the strategic use of rewards proves to be effective in organizational development; considering the high beta value of rewards among managers, this component can play an effective role in fostering organizational development.

Among the components of organizational development, goal had less impact on organizational development due to lower beta value among managers. Moreover, the highest score was associated with relationships, indicating good relationships within the organization.

The findings of this part of research were consistent with a research by Saeeda Alimohamadi et al. (2016They discovered a significant linear relationship between predictor variables (leadership, goal, reward, and attitude towards change) and criterion variable (productivity). These findings were in line with the findings of the present study (Alimohamadi., 2015).

The average score of self-management suggested that in the statistical population of this research, self-management was at an optimal level. It is noteworthy that all dimensions (subscales) of self-management exhibited positive beta values; therefore, their performances were in line with the self-management questionnaire. As a result, all subscales were directly related to the self-management questionnaire. The component of conceptualizing successful performance had the most substantial and robust impact, whereas

the component of evaluating beliefs and assumptions had the least impact on the self-management questionnaire. The highest score was attributed to personal goal setting, and the lowest score belonged to self-talk. Similarly, Khodayar Ebili et al. (2016) found that self-leadership, self-management, and human capital of employees were above average, and self-leadership and self-management of human capital of employees showed a positive and significant relationship (Ebili, K., et al. 2016).

The average score of strategic knowledge management indicated a high level of proficiency regarding the statistical population of this research. Among the dimensions of strategic knowledge management, explicit knowledge received a higher score, while tacit knowledge scored lower among the managers of both hospitals. This disparity necessitates more consideration.

There were some limitations regarding this research. Due to space and time constraints different results may emerge when choosing and studying other hospitals or conducting the study at different times. There were also inherent limitations of the questionnaire itself, indicating that the choice of alternative questionnaires may yield different results.

Conclusion

Upon reviewing previous studies, this research was the first attempt to explore the relationship between strategic knowledge management, self-management, and organizational development among hospital managers of Tamin-e Ejtema'i Hospitals in the city of Isfahan. The insights gained from this research are of special value for healthcare staff, educators, researchers, organization managers, and institutions in the healthcare sector. Therefore, investing in strategic knowledge management within hospitals and prioritizing the enhancement of managers' self-management can pave the way for the better function of the organization (hospital). Additionally, improving research and education

unit of the hospital can provide vital support for individuals who seek new ideas and practices. This can be achieved through educational workshops and collection of innovative and creative opinions. Moreover, it is advisable to develop and empower managers by enhancing their self-management skills, taking into account their strengths and weaknesses identified in the research results. Finally, it is crucial to secure support from heads of the hospitals and the director of Tamin-e Ejtema'i Organization. Prioritizing the establishment of strategic knowledge management as a cornerstone for organizational excellence should be a fundamental component of the organization's policies.

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Conflict of interest

Is the authors declared no conflict of interest.

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Ethical Considerations

All ethical considerations were observed by the researcher. This study underwent a critical review at Islamic Azad University, Shahrekord Branch.

Code of Ethics

IR.IAU.SHK.REC.1401.035

Authors' contributions

This article was extracted from a master's thesis in the field of healthcare management under the guidance of the respected professor M. M, in Tamin-e Ejtema'i Hospitals of the city of Isfahan in 2022. All the authors read and approved the final paper and are responsible for any questions related to the paper.

Open Access Policy

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