

Original Article

Impact of Knowledge Management on Employees' Training and Development: Applied Study on Al Hada Hospital - Saudi Arabia

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Abstract - Healthcare organizations are more and more using knowledge management to provide high-quality care and services. This study aims to identify the impact of knowledge management on the efficiency of human resources management functions in training and developing employees at Al-Hada Hospital in Saudi Arabia. This study adopted a deductive approach to achieve the main goal of this research. Furthermore, this research used a quantitative approach since this study deals with a causal relationship between variables. A questionnaire-based survey was designed to achieve the research objectives using a convenience sample of 271 employees from the employees of Al Hada hospital. Findings of the study show that knowledge management is highly applied in Al-Hada hospital and has a positive impact on the training and development of employees.

Keywords - Knowledge management, healthcare, human resources management, employees' training, and development.

I. INTRODUCTION

Modern organizations, especially the service organizations like hospitals, are facing many changes, particularly information and technological changes. These changes are based entirely on advanced scientific knowledge and the optimal use of the information resulting from the significant advances in computer technology and the Internet. As a result of these transformations, knowledge has become the most important strategic source the most powerful and influential factor in the success or failure of organizations [1].

The knowledge management approach is one of the greatest additions in today's changing work environment. It's one of the best approaches used by organizations to face contemporary developments, such as globalization and technology advances [2].

The concept of knowledge management helps the organization create and develop important knowledge of its various administrative activities related to its products. It facilitates the process of integrating and sharing this

knowledge and the best use of it in decision making, problem-solving, strategic planning, and product and service development [3][4].

Healthcare organizations are among the leading organizations to keep up with the learning and development of knowledge and technology since their mission is to provide high-quality medical care and commitment to continuous improvement and optimal use of resources. The existence and application of the concept of knowledge management by the members of the organizations will work to cultivate the spirit of loyalty and strengthen their creativity [5].

Saudi Arabia seeks to raise the level of performance of its institutions to cope with modern developments and to increase its ability to compete in the light of globalization and market openness. Public hospitals are one of the most important institutions concerned with the pursuit of development in line with the requirements of modern organizations. The efficiency of hospitals' operations is directly related to the efficiency of human capital, and the development of the human resource element depends on the size and quality of the knowledge that is controlled through the elements of knowledge management (knowledge acquisition, sharing, and application). The current research problem is determined by identifying the impact of knowledge management on the efficiency of human resources management in the training and development of employees.

II. LITERATURE REVIEW

A. Knowledge Management

The ability to manage knowledge has become increasingly crucial in modern organizations. Knowledge is considered a valuable asset for any organization and can be embedded in the tacit knowledge of individual employees [6]. Knowledge management represents a deliberate and systematic approach for cultivating and sharing an organization's knowledge base.

Knowledge management (KM) is understood to be a term that encompasses the many related facets of knowledge: acquisition, sharing, and application of



knowledge. Even though there is no universal definition of KM, most of the current definitions are very similar.

Knowledge management can be defined as the set of methods and techniques for managing knowledge and know-how within the organization [7]. It is a matter of valuing, preserving, and disseminating the know-how of employees internally. Knowledge management can also be seen as a process that aims to optimize and develop skills by creating a culture of learning inside the organization. This process is based on the ability of employees to accumulate skills, share them, and apply them systematically. Knowledge can result from training or experience, both of which can be explicit or tacit.

Explicit knowledge refers to knowledge that has been expressed into words and numbers. In organizations, they can be found in databases or in all paper and electronic documents. Tacit knowledge includes insights, intuitions, and feelings. It is composed of the knowledge, know-how, and skills of all employees [8].

The performance of a business depends directly on business skills, experience, and individual strategic knowledge, but it is rarely shared by everyone involved in the organization. The ability of organizations to create and disseminate knowledge is a crucial factor for organizations to gain a competitive advantage [9]. Organizations must have appropriate mechanisms to acquire, share and apply knowledge. Knowledge management is a discipline aimed at putting mechanisms that value the knowledge heritage, which any social organization accumulates during its life cycle. Indeed, it is the human resources of an organization that make the strength, responsiveness, and dynamism, or more precisely, the work in the synergy of the employees [10]. Thus, the proper functioning of the organization depends heavily on the ability to have the right knowledge at the right time. There are 3 levels of learning: individual learning acquired by training, group learning acquired during teamwork, and global learning that results from a learning culture and allows for the capitalization and sharing of skills [11].

B. Human Resources Management

Human resources are the most important part of the administrative management environment and the key to the success of all governmental and private institutions. The human resource element is the most important input to the productive system and the greatest force affecting the identification of the modern organization and shaping its future. Successful management organizations are applying a scientific approach and are looking for the efficiency and skills required for their success and excellence. The concept of human resource planning plays a key role in identifying training needs and functional needs. It is important for an organization to achieve its goals as well as to achieve its long-term performance [12].

Human resources management relies on those resources that are compatible with actions that help organizations achieve their goals. It is a concept about the

way human resources are integrated to achieve the organization's objectives, in addition to how to access, consolidate, support, and develop those resources. Human resources activities ensure that work strategies are supported and implemented on an ongoing basis [13].

Organizations have now considered that human resources management plays a key role in hiring, training, and assisting in the management of individuals in order to perform as efficiently and satisfactorily as possible [14]. Human resources can be improved and developed through the development of their skills and knowledge that is related to the nature of work and the organization's internal and external environment [15].

Thus, an employee can reach job satisfaction when he feels that he can accomplish easily and successfully his assigned tasks. This can be achieved through training programs, which contribute to the creation of a better working environment [16].

III. DEVELOPING HYPOTHESIS

The issue of dissemination and transmission of knowledge has gradually emerged as a major challenge for organizations. Today, one of the strategies for developing organizations seems to be based more and more on the degree of transmission of internal knowledge. This concern seems to be present in organizations. Knowledge is increasingly seen as a strategic resource by organizations that can provide a long-term competitive advantage [17]. Therefore, the promotion of individual knowledge at the organizational level requires management that promotes sharing of knowledge, the creation of new knowledge, and intra-organizational learning. Human resources can be a means of developing and supporting knowledge management within organizations.

This study aims to demonstrate the importance of knowledge management for hospitals in Saudi Arabia and how it can improve the efficiency of human resources management departments in the training and development of their employees. Raising the efficiency of human resources in hospitals will lead to an increase in the level of services provided in these hospitals.

This study is applied to Al Hada hospital in Saudi Arabia to explore: 1) the level of knowledge management application (knowledge acquisition, sharing, and application) in hospitals, 2) the efficiency of human resources management (training and development), and 3) analysis of the impact of knowledge management on the efficiency of human resources management in the training and development of employees. This study intends to explore these issues by developing the following research hypothesis:

H1: There is a statistical impact at ($\alpha \leq 0.05$) of acquiring knowledge on the efficiency of human resource management (training and development) in Al Hada hospital.

H2: There is a statistical impact at ($\alpha \leq 0.05$) of sharing knowledge on the efficiency of human resource management (training and development) in Al Hada hospital.

H3: There is a statistical impact at ($\alpha \leq 0.05$) of applying knowledge on the efficiency of human resource management (training and development) in Al Hada hospital.

IV. RESEARCH METHODOLOGY

This study follows the descriptive methodology aiming to determine and describe the study variables. It follows the analytical approach based on studying, analyzing, and interpreting relationships between the independent variables: knowledge acquisition, knowledge acquisition, and knowledge application, and the dependent variable: employees’ training and development. A deductive approach is adopted to achieve the main goal of this research, and a quantitative approach is employed since this study is related to the causal relationship between variables.

A. Sample

Al-Hada hospital counts 3000 employees. During the data collection process, 278 questionnaires were distributed; 4 of these questionnaires were not returned, and 3 of these questionnaires were considered unacceptable. Hence, only 271 completed questionnaires were used for data analysis. Based on the availability of employees, 271 employees participated in this study. 56.5% of the participants were male, and 43.5 were female. Regarding academic qualification, 0.7% have high school level, 65.7% of the sample participants have a bachelor degree, 20.7% have a master's degree, and 12.9% have a PhD degree. Lastly, regarding the number of years of experience, 28.8% of the participants have less than 5 years, 60.1% have from 5 years to less than 10 years, and 11.1% have more than 10 years of experience.

B. Data Collection Methods and Tools

To achieve the main objective of the study, a survey questionnaire was used as a data collection method. The questionnaire used was divided into three parts. The first part highlights the demographics of the respondents in terms of age, education level, and experience, the second part covers the independent variables, namely: knowledge acquisition, knowledge acquisition, and knowledge application, and the third part concern the dependent variable, namely: employees’ training and development. To measure these variables, the five-point Likert-scales ranging from “1” for “strongly disagree” to “5” for “strongly agree” were adopted.

C. Research Results and Discussion

Following is the discussion of the hypothesis:

H1: There is a statistical impact at ($\alpha \leq 0.05$) of acquiring knowledge on the efficiency of human resource management (training and development) in Al Hada hospital.

The Chi-square method was used to see if there is a relationship between acquiring knowledge and the efficiency of human resource management (training and development). Table 1 illustrates the results:

Table 1. Hypothesis H1

	Value	Significance level	Freedom degree
Pearson Chi-Square	739.474	234	.000
No. of Valid Cases	271		

From table 1, it is shown that the value of the chi-square test was 739.474, with a significance level of 0.000, and it is less than the determined value $\alpha \leq 0.05$. This indicates that there is a relationship between acquiring knowledge and the efficiency of human resource management (training and development).

H2: There is a statistical impact at ($\alpha \leq 0.05$) of sharing knowledge on the efficiency of human resource management (training and development) in Al Hada hospital.

To test this hypothesis, a chi-square test was made to show if there is a relationship between sharing knowledge and the efficiency of human resource management (training and development). Table 2 illustrates the results:

Table 2. Hypothesis H1

	Value	Significance level	Freedom degree
Pearson Chi-Square	477.665	260	.000
No. of Valid Cases	271		

Table 2 illustrates that the value of the chi-square test was 477.665, with a significance level of 0.000, and it is less than the determined value $\alpha \leq 0.05$. It indicates that there is a relationship between sharing knowledge and the efficiency of human resource management (training and development).

H3: There is a statistical impact at ($\alpha \leq 0.05$) of applying knowledge on the efficiency of human resource management (training and development) in Al Hada hospital.

To test this hypothesis, a chi-square test was made to show if there is a relationship between applying knowledge and the efficiency of human resource management (training and development). Table 3 illustrates the results:

Table 3. Hypothesis H1

	Value	Significance level	Freedom degree
Pearson Chi-Square	1355.204	572	.000
No. of Valid Cases	271		

Table 3 illustrates that the value of the chi-square test was 1355.204, with a significance level of 0.000, and it is

less than the determined value $\alpha \leq 0.05$. It indicates that there is a relationship between applying knowledge and the efficiency of human resource management (training and development).

V. CONCLUSION

This research studied the impact of knowledge management on employees' training and development in Al Hada hospital. It concluded that knowledge management is highly applied at Al Hada Hospital. Results showed that among the aspects of knowledge management, knowledge sharing is the most rooted among hospital employees. The results also showed that the hospital provides the employees with the appropriate environment to exchange knowledge at all levels of management.

The second most important knowledge management aspect is knowledge application. Indeed, hospital top management has a clear vision of strategies and approaches to be applied in the implementation of knowledge management. It encourages its employees to apply the knowledge to achieve hospital objectives. To support decisions, the hospital encourages its employees to use the existing knowledge to serve their objectives.

Acquisition of knowledge is the least important knowledge management aspect. In fact, the hospital does not adequately document experiences, lessons learned, and best practices and does not provide sufficient data to help employees find solutions to the administrative problems they face.

Findings showed that training in the hospital is related to the actual needs of the employees. The hospital focuses on modern training and development programs to improve its employees' skills. However, training duration and themes do not correspond properly to the nature of employees' activities.

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