



A Study on the Relationship between Knowledge Management and Organizational Resilience in the Healthcare Sector of Trivandrum District, Kerala

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ABSTRACT. Redesigning strategies is inevitable for organizations to prevent company failure. Organizational resilience is the ability of an organization to adapt and increase its value for its shareholders. Organizations now need to be resilient, or able to bounce back from setbacks, because they are more likely to fail. Resilience would be the capacity to prevent the patients' treatments from being delayed. Resilient systems would ensure that the demands of the consumers are met on time and resilience would be considered as an investment. A resilient organization would ensure effectiveness and efficiency in the delivery of its services. This lays the groundwork for the necessity of conducting research on organizational resilience and knowledge management in the healthcare industry. The primary goal of the research is to determine how knowledge management and organizational resilience relate to the district of Thiruvananthapuram's healthcare system. For this study, a descriptive research design was adopted. For this study, 250 sample respondents were chosen. The data gathered was analysed using correlation. This study shows a relationship between knowledge management and employees' organizational resilience in the healthcare industry.

Keywords: *Knowledge management, knowledge storage, knowledge acquisition, Resilience of the organization, Health care industry.*

1 Introduction

Unpredictable and unsteady environments lead to organizations facing unforeseen challenges. Such challenges can be faced only by organizations that are flexible, dynamic and agile [6]. To be viable, organizations must adapt to shifting circumstances. "Organizations don't exist in a vacuum they are dependent on the external environment" [8]. It is inevitable for organizations to rethink their approaches to prevent commercial failure. Organizational resilience is defined as an organization's capacity for adaptation and growth in shareholder value [9].

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Organizations now need to be resilient, or able to bounce back from setbacks, because they are more likely to fail. Organizational resilience and sustainability are guaranteed by knowledge management. Knowledge management is the process of efficiently utilizing and repurposing the intellectual property and information of the business. Identifying human experts who can organize and influence their expertise and willingly share the knowledge is a challenge. It is useless to create useful data if no one else can use it. The rich intellectual assets of a company are managed through knowledge management. “The process through which creation, usage, sharing and management of the knowledge and information in an organization takes place is called knowledge management” [3]. As the process of figuring out the type of information possessed by the organization that can be utilized by others by finding out methods to make relevant information readily and efficiently available. The healthcare industry is significantly impacted by proficient knowledge management. The healthcare industry is knowledge-intensive, and knowledge management is essential to increasing the productivity and innovation of research and development. The pharmaceutical business can benefit from knowledge management as it allows companies to generate more revenue from their intellectual property.

1.1 Knowledge

Aristotle and Plato were the two philosophers who introduced the concept of knowledge. However, in modern times it was first introduced by Michael Polanyi in the year 1958. He outlined knowledge in two types, Explicit and Tacit, and highlighted that knowledge has intrinsic value. [1] reaffirmed Polanyi's two knowledge-level concepts. There have been extensive discussions of the term ‘knowledge’. “The definitions of knowledge have a very extensive scope and they vary from being conceptual to practical and from narrow scope to broad” [2]. The two focal points around which the definitions of knowledge revolve are decision-making and problem-solving. [4] defined knowledge “as organized information which is applicable in problem-solving”.

1.2 Knowledge Management

Knowledge management (KM) is the capacity to generate, disseminate, use, and oversee the knowledge and information held within the company. Knowledge management is another name for the multidisciplinary strategy that, via the effective and efficient use of knowledge, aids in the accomplishment of the organization's goals. Knowledge management improves an organization's effectiveness, output, and capacity for learning [6]. When it comes to change management, employee empowerment, and fostering entrepreneurship, knowledge management is essential [7].

1.3 Healthcare sector

The healthcare sector is an amalgamation of sectors that aim to medicate patients with therapeutic, deterrent, rehabilitative and palliative care. The healthcare sector is divided

into various sub-sectors which consist of interdisciplinary teams of well-trained professionals. Healthcare is one of the fastest-growing sectors and consumes nearly 10 per cent of the GDP of developed nations. The basic framework for the healthcare industry as classified by The United Nations- International Standard of Industrial Classification (ISIC), (2008) comprises of:

- Hospital activities
- Medicinal and dental practice activities and
- Other human health activities including work in pathology clinics, scientific or diagnostic laboratories, and as nurses, physiotherapists, or midwives.
- It also comprises healthcare professionals from the fields of yoga therapy, acupuncture, occupational therapy, optometry, homoeopathy, music therapy, speech therapy, etc.

2 Literature Review

A research was conducted at CAMILA Vegetable to better understand the effects that organizational innovation and knowledge management of a company [1].

Three important facets of knowledge management were examined: acquiring information, disseminating knowledge, and using knowledge inside the company. Two variables of organizational innovation: Technical and administrative innovations were also studied. A questionnaire with 23 items was used for the study. Out of forty, a random sample of thirty staff members was selected. As per the analysis and findings, a positive correlation can be established between innovation in the organization and the knowledge management process. It is recognized that a company's investments in knowledge management are essential to its ability to survive and compete in the business environment, which is characterized by abrupt and continuous change.

The study conducted by [5] aimed to evaluate the function of knowledge management in enterprises and the potential advantages it might offer educational institutions. The study demonstrated how knowledge management practices, which result in the creation, transformation, storage, and dissemination of knowledge that will be advantageous for students' academic demands, can boost teaching efficiency.

[3] aimed to assess the relationship between knowledge management and organizational strategy. A total of 200 interviews with Knowledge Management experts worldwide formed the basis of the study. The inputs received were categorized based on their frequency of occurrence. Thus, as per the study conducted, formulation and implementation of the organizational strategies knowledge management is a vital factor. The study also revealed that if knowledge management techniques being used by an organization are integrated with their overall strategies their chances of success in this competitive era would greatly improve.

[1] studied the use of analytical descriptive methods to investigate the implementation of knowledge management processes and practices in the schools of Makkah al-Mukarramah, Saudi Arabia. With the aid of a description of the relationships between the knowledge dimensions and their aspects (storage, spread, invention, and application), data analysis was completed. The findings showed that only mediocre knowledge

management applications were being used, and the following factors contributed to this: inadequate technology interfaces, low skill levels and knowledge management practices, a lack of vision from senior management for knowledge management improvement, and a dearth of training programs.

[4] studied Mongolia's higher education institutions to assess their knowledge management maturity and competency to better understand the practice and significance of knowledge management. The respondents for the study were 112 lecturers and four deputy directors of higher education institutions. The study revealed that the maturity of the Knowledge Management capability of the university falls on level 1. It was suggested that knowledge sharing should be encouraged but only with people who understand its value.

From the literature, it is clear that several studies were conducted to understand the relationship between the knowledge management and organisational resilience of workers in various types of organisations. The motivation behind this study is to conduct a similar study in health sector.

3 Research Design

3.1 Statement of the Problem

Organizational competition is becoming more and more intense. Every organization wants to be ahead of the competition and strive to have an advantage over the others. Organizations must always stay up to date with changes in their surroundings. The healthcare industry is highly dependent on knowledge, and effective management of that knowledge is essential to the efficiency and innovation of research and development. The healthcare industry strives to offer a faultless continuum when patients move between care providers beginning at the appearance stage and continuing through the diagnosis stage, treatment stage, and follow-up stage. Any delay in the patient receiving care or treatment could be fatal, and the healthcare system would be deemed ineffective.

Resilience would be described as having the capacity to prevent patient treatment delays. Resilient systems would ensure that the demands of the consumers are met on time and resilience would be considered as an investment. A resilient organization would ensure effectiveness and efficiency in the delivery of its services. This lays the groundwork for the necessity of conducting research on organizational resilience and knowledge management in the healthcare industry.

3.2 Objectives of the Study

The objectives of the present investigation are listed below.

- To look into the different organizational resilience and knowledge management strategies being used by a few chosen healthcare institutions in the Thiruvananthapuram district.
- To comprehend how knowledge management and organizational resilience are related.

- To investigate the relationship between knowledge management and certain healthcare organizations' organizational resilience.
- To examine the factors influencing Knowledge Management (Knowledge Acquisition, Organization Adaptability, Organizational Resourcefulness, Organizational Learning and Organizational Adaptability).

3.3 Conceptual Model of the Research

To ascertain knowledge management and organizational resilience in the healthcare industry, this study uses a descriptive survey.

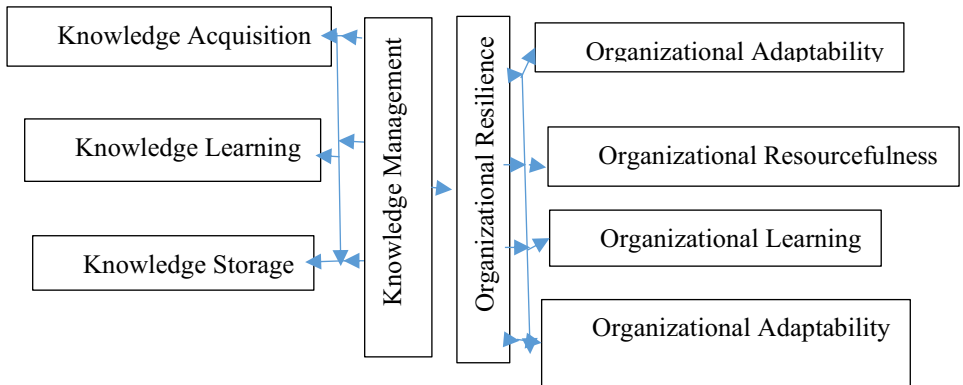


Fig (1) Conceptual Model of the Research

According to Fig (1), a theoretical model has been developed to show the relationship between Knowledge management and the Organisational Resilience of the Healthcare Sector.

3.4 Methodology

The study focuses on knowledge management and organizational resilience in the Thiruvananthapuram district's healthcare system. For this investigation, primary and secondary data are gathered. A field survey is served as the foundation for the collection of the Primary Data for this study. For this objective, a single questionnaire is created and completed based on an interview. Relevant books, reports, and literature from different libraries have been referred to perform the research. The study also benefited from significant contributions to the topic from a variety of periodicals, journals, magazines, reports, bulletins, survey material, and newspapers published in India and outside. The entire study population consists of workers in the Thiruvananthapuram district's healthcare industry. The study's population comprises of personals working at specific hospitals located in the Thiruvananthapuram district. A purposive sampling technique is used for this study. Using the purposive sampling approach, 10 hospitals are chosen, and 25 respondents are selected from

each hospital to determine the sample size for this study. Thus the sample size is 250.

4 Data Analysis and Interpretation

Pearson's correlation has been computed to comprehend the relationship between Knowledge Management (the independent variable) and Organizational Resilience (the dependent variable). Table 1 displays the correlation analysis and its findings. At first, the mean of the dimensions in the questions is calculated in SPSS, and then Pearson's correlation is found between the two variables. Outcomes show that the correlations between variables of this specific research study are significant.

Table 1. Correlation between Knowledge Management (KM) and Organizational Resilience

		ORGAD O	ORGR ES	OL	ORGREGI
K M	Pearson Correla- tion	.808**	.813* *	.736* *	.852**

Knowledge Management is positively correlated with Organizational Resilience and all its three dimensions as depicted in the correlation table 1. The highest correlation is between Knowledge Management and Organizational Resourcefulness ($r = .813$). Knowledge Management and Organizational Learning dimensions are moderately correlated. ($r = .736$).

Ho: Knowledge acquisition and organizational adaptability are notably related.

Table 2. Relationship between Organizational Adaptability and Knowledge Acquisition (KA)

		ORGADAP	ORGREGI
KA	Pearson Correla- tion	.582**	0.642

From the above table, it is clear that Knowledge Acquisition is positively and notably related to Organizational Adaptability. Therefore, the stated hypothesis is accepted.

Ho: Knowledge acquisition and organizational resourcefulness are notably related.

Table 3. Correlation between Knowledge Acquisition (KA) and Organizational Resourcefulness

		ORGRES	ORGREGI
KA	Pearson Correlation	.587**	.624**

From the above table, it is clear that Knowledge Acquisition is positively and notably related to Organizational Resourcefulness. Therefore, the stated hypothesis is accepted.

Ho: Organizational learning and knowledge acquisition are closely associated.

Table 4. Knowledge Acquisition (KA) and Organizational Learning Correlation

		ORGREGI	ORGRES
KA	Pearson Correlation	.745**	.706**

It is evident from the above table that Knowledge Acquisition and Organizational Learning have a positive and significant relationship. As a result, the hypothesis is accepted. From the aforementioned tables, it is evident that knowledge management and organizational adaptability have a strong and positive relationship (.582), as seen in knowledge acquisition and organizational resourcefulness (.587), and knowledge acquisition and organizational learning (.560) have a strong and positive relationship. As a result, the hypothesis is accepted.

Ho: Knowledge storage and organizational adaptability are notably related.

Table 5. Knowledge Storage (KS) and Organizational Adaptability Correlation

		ORGREGI	OL
KS	Pearson Correlation	.745**	.649**

It is evident from the above table that there is a positive and significant relationship between organizational learning and knowledge storage. Thus, the proposed theory is agreed upon. It is evident from the above tables that there is a positive and noteworthy correlation between knowledge storage and organizational learning (.649), between

knowledge storage and organizational resourcefulness (.706), and between knowledge storage and organizational adaptability (.707). As a result, the hypothesis is accepted as stated.

5 Conclusion

The impetus of research is to correct and refine the stated hypothesis so that generalized results can be yielded. The results of the study enable to make useful and logical conclusions. The results of this investigation direct future researchers about the possible options that would help them digger deeper into the same subject. The study indicates that, in addition to knowledge management and resilience, knowledge acquisition is positively and significantly correlated with organizational adaptability. Also it shows that there is a definite correlation between knowledge acquisition and organizational resourcefulness. In addition to that there is a strong and favourable correlation between organizational learning and knowledge acquisition. The results also made it evident that there is a strong and positive correlation between organizational learning and knowledge storage. The outcome and the propositions as concluded by the researcher shall be helpful to the other researchers in the same field as it would provide insight on the different concepts and also help them in highlighting the gaps in the existing literature on the selected variables in the present study.

6 Recommendations

- The findings of the study conclude that knowledge management and its dimensions have a notable impact on organizational resilience and its dimensions. The outcomes of the study led to the inception of the following recommendations for the management of hospitals and pharmaceutical companies:
- The knowledge management practices of the healthcare sector i.e., the hospitals and the pharmaceuticals firms should be strengthened as this is an assurance of their resilience. Knowledge Management Officer who would manage and ensure the smooth execution of Knowledge Management initiatives in the organizations should be appointed.
- Experts should be invited to hospitals and pharmaceutical organizations to educate employees about the best knowledge management and organizational practices that are being practised globally.
- To keep up-to-date with the trends and techniques healthcare professionals should be encouraged to be members of professional bodies and social networking websites, and should be encouraged to attend training, seminars and workshops. Healthcare professionals should be encouraged to accept the change and grow with it.
- With the efficient and effective management of knowledge, identifying the information or individuals who possess the needed information is easy. Knowledge management ensures competence and productivity.

- Knowledge management improves the decision-making process. With knowledge management imbibed in the system, the employees have access to the information of the entire organization and they can access it when they need it. Quality and speed of decision-making are also improved. Putting in place effective knowledge management systems will improve information flow and lead to better, more informed decision-making.
- Sharing ideas and accessing the latest information is encouraged by knowledge management. It empowers individuals and encourages them to be innovative so that the organization can meet the changing needs.
- A study conducted by McKinsey & Co. on how social technologies are extending the organizations (November 2011) with a sample of 4200 executives worldwide, revealed that social technologies have improved the organization's performance significantly. This is a result of the fast access to information and resources.
- Since knowledge is readily available the services provided to the customers would be fast thus increasing their satisfaction level.
- A resilient organization would have leadership capacity which would be more successful.

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