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The effect of knowledge sharing on innovative behavior among employee of Besat hospital in city of Hamedan

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Abstract

The purpose of this paper is to examine the impact of the knowledge sharing on innovative behavior among employee of Besat hospital in city of Hamedan. This study is an applied research and the method is correlational research component and the data collection method was the quantitative one. The population consisted of all employees of Besat hospital in the year 2014 that equal to 1013 so 279 persons selected randomly by using kocran's formula as samples. Measurement tools are the Bennett, R., & Gabriel (1999) and Kanter, R. (2000) for knowledge sharing and innovative behavior respectively. The results of correlation tests show that knowledge sharing has a positive and meaningful effect on innovative behavior. And all of the knowledge sharing scales could predict innovative behavior and among them the knowledge availability has the most relationship with innovative behavior.

Keywords: Knowledge sharing, innovative behavior, Besat hospital, Hamedan

Introduction

During the industrial revolution, land, labor, and capital were the essential elements of production. However, in the society of the early 21st century, traditional production elements have been replaced by knowledge (Drucker, 1993), which has become the main resource for products and services. To survive in a highly competitive environment, enterprises must continue to focus on innovation derived from knowledge. An organization can create new values to improve its development and growth through knowledge sharing (Bock & Kim, 2002) and these values then have positive effects on producing new products orservices through interactions among departments (Armbrecht et al., 2001). When organizations are facing a competitive environment with transnational, transorganizational, transteam, and transspecialty characteristics, knowledge sharing should achieve transdisciplinary integration and those

working to promote knowledge sharing in their organization should identify and utilize factors that promote knowledge sharing at multiple levels instead of focusing only on sharing and transfer itself (Lin, 2005). Previous studies that have been conducted have mainly been based on individuallevel analyses, such as the effect of knowledge transfer among employees on work satisfaction and innovative behavior. However, researchers should investigate beyond the effects of single-level factors on member behavior in an organization (Brief & Motowidlo, 1986; Cheng et al., 2010; Lin, 2007; Organ, 1990; Podsakoff et al., 1997; Seibert, et al., 2004; Wen & Chiou, 2009b). Innovation is one of the elements that serve as effective tools for business survival and sustainability. Woodman, Sawyer, and Griffin (1993) proposed an interactive model of organizational innovation, in which personal innovation is influenced by cognitive ability, character, knowledge, inner motives, and social networks; team innovation is influenced by personal innovation, team characteristics, and contextual factors; and organizational innovation is influenced by team innovation and contextual factors. According to knowledge spiral theory, the four abilities of personal knowledge transformation are socialization, externalization, combination, and internalization, and these are conducive to knowledge creation and exchange (Huang & Wang, 2008). When creative ideas are generated in an organizational context, employees are more affected by their work environment Increased team support in an organization will create an environment where employees can receive encouragement and praise from their organization or superiors, so as to develop further a climate of organizational innovation encouraging innovative behavior or creativity of employees more appropriately. (Amabile). Based on these conditions, personal and organizational factors influence knowledge sharing and innovation. An examination of knowledge sharing and innovation from a single-level perspective is inadequate to cover the effects observed at an organizational level (Montes et al., 2003). Therefore, in this study we examined contextual effects on innovative behavior at an individual level (knowledge sharing) and at an organizational level (organizational innovation climate). Few cross-level empirical studies have been conducted because of limitations in statistical analysis (Klein & Kozlowski, 2000).

background

Innovative behaviour denotes the intentional creation, introduction and application of new ideas that benefit work-role, group or organizational performance (De Jong & den Hartog, 2010). Innovative behaviour encompasses three separate tasks: idea generation, i.e. developing novel ideas; idea promotion, i.e. obtaining external support; and idea application, i.e. producing a model or prototype of the idea. The scope of Innovative behaviour includes innovations to products, services and/or work processes. Examples of Innovative behaviour in healthcare organizations include doctors developing new criteria for the diagnosis of patients, or promoting new therapeutic approaches; nurses promoting and engaging in teamwork to develop new guidelines for patient–nurse and family–nurse communication; physiotherapists adopting scientific evidence and international guidelines to modify rehabilitation rehabilitation approaches and techniques (Reuvers et al., 2008). Individuals who engage in IWB must constantly manage knowledge, and in particular elaborate, recombine, translate and disseminate tacit knowledge (Nonaka, 1994). Idea generation is a process of knowledge creation that requires recombining internal and external knowledge into new forms (Popadiuk & Choo, 2006). During idea promotion, individuals do not merely transmit information and data about the proposed innovation, but must also ‘translate’ these into a form that is understandable and palatable for other individuals and teams. Finally, during idea application, individuals co ordinate and integrate different sets of knowledge with other individuals or teams, so that the innovation can be routinized (Howell & Shea, 2001).

Knowledge management involves the panoply of procedures and techniques used to get the most from an organizations tacit and codified know-how. While defined in many different ways, knowledge management generally refers to how organizations create, retain, and share knowledge (Argote, 1999).

The study of knowledge sharing, which is the means by which an organization obtains access to its own and other organizations knowledge, has emerged as a key research area from a broad and deep field of study on technology transfer and innovation, and more recently from the field of strategic management. Increasingly, knowledge-sharing research has moved to an organizational learning perspective. Indeed, experience and research suggest that successful knowledge sharing involves extended learning processes rather than simple communication processes, as ideas related to development and innovation need to be made locally applicable with the adaptation being done by the 'incumbent or the local doers of development (Stiglitz, 1999) for the ideas to be successfully implemented. Knowledge sharing is defined the exchange of knowledge between and among individuals, and within and among teams, organizational units, and organizations. This exchange may be focused or unfocused, but it usually does not have a clear a priori objective or an exchange of knowledge between two individuals: one who communicates knowledge and one who assimilates it. In knowledge sharing, the focus is on human capital and the interaction of individuals.

Knowledge is the core resource for an enterprise to maintain a sustainable operation while facing fast industrial and technological shifts. An enterprise can achieve an outcome when tacit and explicit knowledge interact spirally under effective knowledge management, sharing, and transfer (Nonaka & Takeuchi, 1995). Knowledge sharing is, therefore, an element that stimulates an organization to create knowledge and convert it into greater strength (Liebowitz, 2001). When employees are more involved in knowledge sharing, they internalize a greater amount of knowledge. Such conditions benefit innovative behavior. As already outlined, according to the model proposed by Woodman et al., (1993) personal innovation is affected by cognitive ability, character, knowledge, inner motives, and social networks. Holub (2003) noted that faster knowledge transfer through sharing helps cultivate the ability to think and create. Socialization, externalization, combination and internalization have been identified as conducive to knowledge creation and exchange (Huang & Wang, 2008; Nonaka & Takeuchi, 1995; Nonaka & Toyama, 2003). Mom et al, (2007) showed that top-down, bottom-up, and horizontal knowledge flows all affect the innovative behavior of midlevel managers.

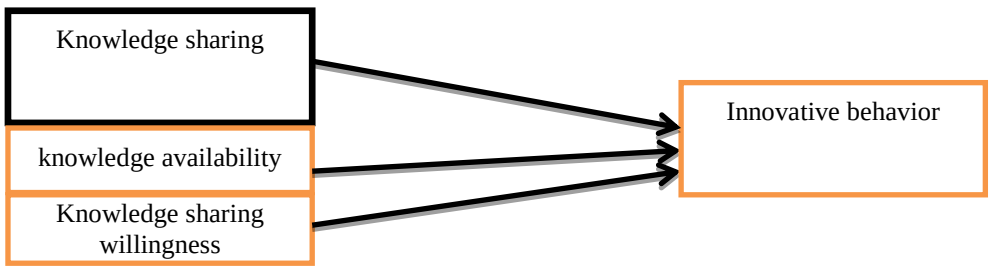


Figure 1: conceptual model: (Yu. et al, 2012)

And present following nypothesıs:

There is a meaningful relationship between Knowledge sharing and Innovative behavior among employee of Besat hospital in city of Hamedan.

There is a meaningful relationship between knowledge availabilityand Innovative behavior among employee of Besat hospital in city of Hamedan.

There is a meaningful relationship between Knowledge sharing willingness and Innovative behavior among employee of Besat hospital in city of Hamedan.

Method

The population consisted of all employees of Besat hospital in the year 2014 that equal to 1013 so 279 persons selected randomly by using kocran's formula as samples. This research is applicable in terms of goal and descriptive from solidarity category in terms of methodology and is survey in terms of collecting data. To examine the theoretical bases and literature of research, library method and documentary research (books, articles, and periodicals) have been used. Measurement tools are the Bennett, R., & Gabriel (1999) and Kanter, R. (2000) for knowledge sharing and innovative behavior respectively. In the end, the general questions of the demographic were added. To determine the validity of questions a confirmatory factor was used and for reliability Cornbrash's alpha coefficient was used that the results the results showed good reliability and validity of research variables. For research hypothesis test, Pearson correlation coefficient and regression modeling was used because the variables are normal.

Results

of 279 selected people 134 person are male and 145 person are feamle. Over 50% of them have an academic educational degree and about 70% of them are more than 35 years old.

Main esearch hypothesis Test results are shown in Table 1. Significant level is (0/000) and the overall correlation coefficient is (0/474). As regards, the significant level is less than 5% and the correlation coefficient is contrary to zero and a positive number, then safely, 95% of the hypothesis H0 is rejected and H1 is confirmed. In other words, we can say that from the there is a meaningful relationship between Knowledge sharing and Innovative behavior among employee of Besat hospital in city of Hamedan.

Table 1: Correlations results

Correlations		
		Innovative behavior
Knowledge sharing	Correlation Coefficient	0/474
	Sig. (2-tailed)	0/000
	N	248

By using Enter method, significant model was obtained that R= 0.665 and Rsquare = 0.472. It means that predictive variables can explain about 47 percent of Criteria variable. Also according to significant level can be seen that impact of Criteria variable is significant on Innovative behavior. According to column B values can be said that respectively, knowledge availability variables with B= 0.432 and Knowledge sharing willingness B= 0.395 have a significant role in predicting Innovative behavior. The results are consistent with findings (Huang & Wang, 2008; Nonaka & Takeuchi, 1995; Nonaka & Toyama, 2003; Mom et al, (2007)

Table 2: Regression results

model	B	Beta	t	Sig
knowledge availability	0.432	0.251	6.47	0.000
Knowledge sharing willingness	0.395	0.165	5.32	0.000

Conclusion

This study sheds new light on the relationship between knowledge and innovation. We surveyed employee working full time in hospital, and our results show that employees who share their knowledge are more likely to engage in Innovative behavior. This implies that a common underlying factor explains why employees who are better able to share knowledge are more likely to innovate, and why employees who have the opportunity to share knowledge are more likely to innovate. This study paves the way for further research, preferably in different professional settings, aimed at confirming or refuting its results and refining its theoretical and managerial implications. Managers and Chief Information Officers (CIOs) are thus called upon to overcome a persistent belief that 'structured' knowledge sharing is merely a waste of time. They can consider the motivation-opportunity-ability antecedents of knowledge sharing and design initiatives that affect them. Our results confirm that knowledge sharing depends on individuals' motivation, opportunity and ability. Managers and CIOs should accordingly build an organizational and technological environment that creates the conditions for the exchange of tacit knowledge. Information and communication technologies (ICTs) offer an opportunity for easier and more efficient inter-employee knowledge sharing, avoiding the risk of increasing professionals' workload, worsening the organizational climate, or having the costs of knowledge sharing outbalance its benefits. Overall, we can highlight the importance of designing initiatives at the organizational level that (i) place knowledge sharing front and center as a priority for both the organization and employees, and (ii) alleviate the potential constraints on knowledge sharing at the employee level. Neglecting this need could result in initiatives that soon fail because they are unable to create the preconditions for individual action.

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