



TO INVESTIGATE SUCCESS AND FAILURE FACTORS AND STRATEGIES TO IMPROVE KNOWLEDGE MANAGEMENT, KNOWLEDGE MANAGEMENT AND QUALITY MANAGEMENT IN HOSPITALS

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ABSTRACT

The aim of the present study was to investigate success and failure factors and strategies to improve knowledge management, knowledge management and quality management in hospitals. The research is descriptive. According to the research findings, knowledge management with the aim of providing them with the right knowledge to the right person at the right time plays an important role in technology, processes and people and fostering ongoing strategic commitment that strategic management has a key role to promote the desired behavior via pattern or relationship. Today, more intense competition has been created among organizations each day and the rate of innovation is increasing. Competition among organizations led to reduce human resources in order to reduce costs and reduction of human resources prompted organizations to take action to express the tacit knowledge by employees. Organizational knowledge management is one of the most important factors for success in competitive conditions and the information age.

KEYWORDS: Knowledge Management, Quality Management, Patient Satisfaction, Solutions.

INTRODUCTION

Hospital is an integral part of medical and social organization that is responsible for complete care for the public's health. Hospitals provide various services to many people. Many of these services can result in patient survival or death. In order to ensure quality of service, standards of medical ethics and patients' rights in health care are avoidable. The hospital is a strange position where the patient steps into an unfamiliar environment while he is concerned on his non-health and he faces with the consistent image of his home environment. The ruling regime, painting and decoration of hospitals, contractual relationships, cause temporary noise that the patient does not feel intimacy and affection at home in the hospital environment (Ahmadi et al., 2012). Knowledge management is defined with approaches and different ways and from different angles and levels; some definitions focus on knowledge management and some focus on the goal. Vig (2002) defines knowledge management involving human behaviors, attitudes and human capabilities, business philosophy, patterns, practices, procedures and complex technologies. According to American Productivity & Quality Center, knowledge management is a strategy aimed at providing them with the right knowledge to the right person at the

right time (Chang & Wang, 2009). Ramirez (2012) also introduces knowledge management as a critical factor for the success of their organizations, as well as innovation. Moreover, he states that knowledge management is a complex and ongoing process for every organization which provides an environment for the subset of whether the service provider or the service receiver.

The definition of concepts

Knowledge management

In today's competitive market which its main feature is uncertainty, the companies have the ability to compete which they create and distribute new knowledge in the organization and change it into products and services. So, knowledge creates a competitive advantage to an organization and gives the organization an ability to solve problems and seize new opportunities. Therefore, knowledge will not only be a source of competitive advantage, but in fact it is only the source. When knowledge resources of the organization are exploited, the organization leads to promoting and increasing dynamism and value in the business. The most important question in today's competitive world is how knowledge can be identified in every organization and how best to utilize it. Knowledge management systems are

considered one of the most important ways to improve the level of knowledge in every organization (Darvish et al., 2014).

Quality management

Total quality management is an integration of processes and tasks within the organization in order to achieve continual improvement of the quality of goods and services and its goal is customer satisfaction (Kiyoul Karini, 2005). Lili (2014) also considers total quality management an intelligent, slow and steady action which has an important effect on organization goals and finally, leads to customer satisfaction, increase of efficiency and enhancement of the ability to compete in the market which he introduces. Total quality management is a management approach that helps organizations achieve an organizational performance improved based on strengthening the quality of problem (Ahmadi et al., 2012).

Satisfaction

Lyngnflid (2011) psychologically knows customer satisfaction based on feeling which is obtained as a result of comparison of product specifications received with needs or wishes of customers and society's expectations with regard to the product.

Knowledge management success factors

Harry Haren (2007) states that based on my own experiences as well as case studies, knowledge management classifies the main factors into four groups which are critical to the success of knowledge management. The four groups are: people, processes, technology and ongoing strategic commitment. A group of researchers believe that these factors can be placed in two categories: technology and process in a group, individuals and continued strategic commitment in other groups.

Technology

Solutions of knowledge management technologies provide a foundation for the support and knowledge sharing, collaboration, workflow and document management. These tools create a space as a central resource that employees, customers, partners and suppliers can exchange and advise information with each other and finally make a better decision. Most forms of technology, knowledge management, knowledge portals include internet, intranet and extranet. Some of these technologies are general aspects such as standard Microsoft or Lotus Notes Database and some of them are specialized tools such as business intelligence, document management (Madhooshi & Sadati, 2011).

Processes

They include standard processes to donate knowledge, content management (reception, content, quality maintenance, maintenance of current content, archive or delete old content). Here, it is very important to be clear

and simple process that is fully understood and used by all staff (Darvish et al., 2014).

People

The greatest challenge in knowledge management is to ensure the participation of members in sharing knowledge, collaborating and reusing knowledge to the results. This important issue should be a change in organizational culture and the culture is ruled on the organization which it avoids the hoarding of knowledge and creates an atmosphere of intimacy and trust. To achieve this goal, it is necessary to consider the motives of people. For this purpose, resetting the reward systems, performance evaluation and other performance measurement systems should be considered (Darvish et al., 2014).

Ongoing strategic commitment

Strategic management plays a key role to promote the desired behavior through continuous pattern or relationship. An essential principle to the success of knowledge management is to create ongoing strategic commitment to knowledge management by top and senior managers of organization. Studies have shown that knowledge management in multi-agency initiative failed because they had proposed knowledge management as short-term and had diverted their attention from the next big surge and their attention was diverted from the next big surge. The organizations can use the following factors as a successful guide in the application of knowledge management initiatives (Zivaryar et al., 2012).

Leaders or heroes of knowledge are a personal knowledge leader that actively creates knowledge and forward the application, a cultural creation that encourages innovation and learning and sharing knowledge, expanding action of learning and transferring knowledge, creating a common understanding of the institution's missions, a clear plan to show the connection between knowledge and its benefits, interesting insights, appropriate technology infrastructure, access to information and knowledge for the staff to do quality work and fulfillment service patterns (Wager, 2005).

Failure in knowledge management

The main obstacle to effective implementation of knowledge management in the organization is lack of culture of sharing knowledge and lack of understanding of the many advantages of knowledge management among employees. In other words, the fundamental reasons for the failure of institutions of knowledge management include: lack of organizational learning, due to poor communication among staff (0.02%), failure to optimal use of knowledge management in all daily activities (0.91%), failure to allocate appropriate time in order to learn how to use appropriate knowledge management and understanding of the complexities (0.81%), lack of staff training (0.51%), misunderstanding of staff on that knowledge management presents little

benefits to users (0.31%). What have already been stated, suggests that the effective implementation of knowledge management concerns includes human aspects. Since many institutions have been failed to implement effective knowledge management, they have not introduced knowledge management concepts in a favorable way to employees (Ahmadi et al., 2012).

Solutions of improving knowledge management and quality management in hospitals

Total quality management is a process focused on customer processes and continuous improvement of services and understanding customer are required. In total quality management approach, the focus is on quality. It is a quality of work and processes. In general, the most important principles governing the views are the senior management commitment, customer orientation, assessment and decision-making based on facts, collaboration, learning and continuous improvement (Walters, 2009).

Professional requirements, competitive requirements, responsiveness and accountability requirements can be outlined as the main reasons for entering the field of quality organizations. These quadratic requirements warn all authorities that customers deserve the best possible quality services. Baldrige is one of those who have proposed special instructions to achieve superior quality in organizations. This model is not only proposed as a standard, but in fact it leads to a very tight competition in the promotion of the quality which this model can be used to assess and measure the quality improvement of the universities (Tavakkol, 2012).

Today, there is more intense competition among organizations each day and the rate of innovation is increasing. Competition among organizations has led to lower costs and reduction of human resources and reduction of human resources have prompted organizations to take action to express the tacit knowledge by employees. Organizational knowledge management is one of the most important factors for success in competitive conditions and the information age. The importance of this issue is to the extent that today a number of organizations measure their knowledge and reflect it as intellectual capital of the organization and also an index for rating agencies and organizations in their reports (Ahmadi et al., 2012).

A challenge caused by global competition leads to increasing pressure on organizations to improve the skills and capabilities and quality products and services. Total quality management principles are widely accepted as a means of improving organizational performance, improving organizational nature and how to deal with specific market challenges. During the 1990s, enterprises to be more flexible and to remain competitive in the global competitive began market process reengineering and organizational downsizing. However, re-engineering and downsizing rather than is proposed as a challenge in

total quality management approach Babur, they did not include an outcome but the loss of knowledge and expertise of organizations. Today, some experts believe that knowledge management is an alternative approach to total quality management as a tool to measure the quality approach (Adams, 2010).

Quality assessment of nursing is one of the essential activities in the hospital which it is from the perspective of the patient or a professional expert to predict climate control and accident and health measures or the result of some actions. Assessing patient satisfaction with health care is essential for improving the quality of hospital services and factors influencing patient satisfaction (hospital environment, services performed, and health care, services of hoteling, nutrition and hospitalization) are evaluated for this purpose and through assessing satisfaction of patients, hospitals can be compared with each other. Improving work processes and improving the quality of the hospital, regardless of the opinions, needs and expectations and satisfaction of patients are not possible. Patients usually expect that they have easy access to medical and nursing services and all matters relating to their treatment are performed quickly and accurately. They deal with knowledgeable, reliable and courteous persons and how to know and location services (Ahmadi et al., 2012).

The researchers consider one of the factors in attracting customers and their prior consent from the hospital. Training hospital staff and motivating them to participate actively in the hospital management of patients' satisfaction are in priority. During the past decade, hospitals have been adapted to the changing environment and in this context, new policies have been developed to assess the performance of hospitals including quality improvement strategies to evaluate the satisfaction level review of performance indicators, responsibility, expertise and knowledge which are considered incentives to assess and evaluate the performance of hospitals (Zivaryar et al., 2012).

Patient satisfaction with nursing care is considered as an important indicator of the quality and effectiveness of health care systems. Satisfaction is a subjective and unique phenomenon that factors such as nursing care, the patient's previous experience in the field of professional care and the necessary training, trust between patient and personnel and so on may affect it. Kahn Vyktyl (2001) has defined the quality of care for the physical needs of professional care, psycho-social support, satisfaction with care and ensuring the provision of comprehensive care to patients (Ahmadi et al., 2012).

Patients are expected to ease access to medical and nursing services and all matters relating to the treatment and timely care of them and without delay and with necessary skill, precision and continuous are performed. They intend that their care is performed by reliable and informed performed people including a good relationship

with mutual understanding. Accordingly, ability and competence skills, accuracy and continuity of patient care in the care, skill, good communication and knowledge will contribute greatly to patient satisfaction (Ebrahimzadeh, 2013).

Necessity to attention of knowledge management and quality management in hospitals

The importance of knowledge management as one of the main assets of organizations, given the increasing business owners and industry has been followed. This importance has been considerable progress especially during the past two decades and has attracted much attention in the area of governmental organizations and institutions.

Knowledge management can be considered as a method for improving performance, productivity and competitiveness, improving business efficiency; sharing and using information within the organization, a tool for improving decision making; a way to gain best practices; a way to reduce costs and research backwardness and innovative method for the organization (Ebrahimzadeh, 2013).

Since the service life of most senior managers of Iran is short-term in government agencies and normally it is associated with changes in governments, changes and developments in the senior management cadre, middle and even operating these devices, apart from injuries and multiple effects of this shift for organizations and for the country, it seems that preservation and retrieval of knowledge and experience of directors for the organization would be of great added value. The first step to move in this direction is to identify the significant issues that are of high value to organizations and in future the documentation would accrue benefits to the organization. Therefore, the most important factors and issues in the field of hospital management are identified as one of the country's public sector. Accordingly, hospital-wide strategic planning, total quality management and participatory leadership and management in the hospital were identified as a matter of the highest priority (Saadati, 2013).

CONCLUSION

Today, there is more intense competition among organizations each day and the rate of innovation is rising. Competition among organizations has led to lower costs and reduction of human resources and reduction of human resources have prompted organizations to take action to express the tacit knowledge by employees. Organizational knowledge management is one of the most important factors for success in competitive conditions and the information age. The importance of this issue is to the extent that today a number of organizations measure their knowledge and reflect it as intellectual capital of the organization and also an index for rating agencies and organizations in their reports. Patient satisfaction with nursing care is considered as an

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Knowledge management is defined as the aim of providing them with the right knowledge to the right person at the right time having many roles in technology, processes and people and foster ongoing strategic commitment that strategic management has a key role to promote the desired behavior via pattern or relationship. Today, more intense competition has been created among organizations each day and the rate of innovation is increasing.

Competition among organizations led to reducing human resources in order to reduce costs and reduction of human resources prompted organizations to take action to express the tacit knowledge by employees. Organizational knowledge management is one of the most important factors for success in competitive conditions and the information age.

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