

A SURVEY OF THE RELATIONSHIP BETWEEN ORGANIZATIONAL HEALTH (LEADERSHIP IN ORGANIZATION, SUPPORT OF RESOURCES IN ORGANIZATION, MORALE IN ORGANIZATION AND UNITY IN ORGANIZATION) AND KNOWLEDGE MANAGEMENT

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ABSTRACT

The present study aimed to evaluate the relationship between organizational health and knowledge management in Islamic Azad Universities. The study population is all the faculty members of Islamic Azad University of the east of Mazandaran province as 625 people. The sample size is 238 based on Krejcie and Morgan Table. The sampling method is random stratified. The study is descriptive-correlation. The data collection measure is standard questionnaire of knowledge management and researcher-built questionnaire of organizational health. To determine the validity of measures, content and face validity is used and to determine the reliability, Cronbach's alpha coefficient is applied and the alpha coefficient of knowledge management and organizational health questionnaire is 0.74, 0.81 respectively. Descriptive and inference statistics are used for data analysis by SPSS software. The results showed that there is a significant association between the dimensions of organizational health (leadership in organization, support of resources in organization, morale in organization and unity in organization) and knowledge management in Islamic Azad Universities.

KEYWORDS: Organizational health, Leadership, Resources support, Morale, Unity, Knowledge management

INTRODUCTION

One of the basic questions in organizational literature is why some organizations have better performance than others. Today, Specialists and authorities raise a discussion as effective management. Many people focus on knowledge as a concept to achieve better performance. They believe that one of the required conditions for managers' effectiveness is applying knowledge management. Knowledge management is achieving and specialized storage and collective intelligence in organization and using it to promote innovation via continual organizational learning (Meso and Smith, 2000). In another definition, knowledge management is the process including knowledge creation activities via discovery and achieving valuable knowledge of external resources, selecting required knowledge of internal resources, the change of knowledge resources condition and putting knowledge in organizational outputs (Holsapple, Joshi, 2004). According to this definition, the main goal of knowledge management is guaranteeing that appropriate knowledge with appropriate employees and at appropriate time is available for all processes.

The goal of knowledge management is maximizing profitability and increasing organizational effectiveness. In knowledge-based era, knowledge management is of great importance. Effective knowledge management needs the people with useful experience in providing knowledge and professional and experienced people provide knowledge and present to those developing information capacity of organization (Ganji, 2004). The organizations establishing knowledge management in their main capability have considerable difference compared to other organizations and one of the changes is speed of processes, identification and consistency with changes, keeping and growth of intellectual assets and sustainable competitive advantage via continual creativity. Knowledge is active information providing the ability of working or judging about the present or future for people. A person with knowledge can manipulate, discover, distribute and apply the affairs and realities and above all, can exchange views about various issues and achieving new view to realities and can issue new statements. Indeed, knowledge is the most important source of organization. Such source should be protected, improved and managed and any technique and method providing its better development can be used and its management by chance is avoided. The fundamental change in economy from competition era based on tangible sources to intangible sources show the necessity of establishing knowledge management in organizations. Now, more than 88% of organizations considered knowledge management as their main capability or they are doing

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this (Darvish, 2009). In addition, one of the important factors in duties and effectiveness or organization and one of the features of dynamic and creative organizations is having organizational health. Organizational health is one of the indicators of management success to the main duties. Organizational health is of great importance in all organizations namely those dealing with human resources. Organizational health is the stability and ability of organization to encounter with the external threats. In other words, healthy organization is the one durable not only in its environment but also it is consistent over time and it can developed its consistency capabilities continually (Farahbakhsh, 2009). According to Davis (1996), a healthy organization is the one in which the employees feel they do a useful work and achieve personal growth and development. They accept a happy work leading to their own happiness. Many employees search for the responsibility and opportunity of job progress and achievement. They ask others to listed to them and act as they have individual value. They want to be assuring the organization cares for their needs and difficulties.

According to Parsons, a healthy organization is the one in which all social systems should adapt themselves with the surrounding environment for their survival and gather the required resources for their goals and adapt their activities and create motivation among their employees. In this case, their health is guaranteed (Hoy; Tatter; Kottkamp, 1991). Organizational health is achieved when knowledge management dominates organization and managers have logical and appropriate analysis power to the environmental variables and consistency with them for their survival. This attitude is vital in high education organization as the pioneer of sustainable organization in various fields. Based on the studies, most of the knowledge management innovations are failed due to the ignorance of human being and culture. Thus, a few considerations to cultural and human issues of knowledge management are considered in research and academic fields (Mohammadi Fateh, 2008). As knowledge management provides emotional and scientific space for employees and organization and by motivation, they are committed to the fulfillment of organization goals and based on the close relationship between knowledge management and organization health, the present study attempted to investigate this relation in Islamic Azad Universities of east of Mazandaran and this question is raised, what is the relationship between organizational health and knowledge management in Islamic Azad Universities?

MATERIALS AND METHODS

Method

The present study is descriptive-correlation and regression.

The statistical population

The statistical population of this study is all faculty members of Islamic Azad University of east of Mazandaran province as 625 people. The sample size is 238 based on Krejcie & Morgan Table. The sampling method is random stratified. Based on with the existing ratios among the study u nits, the existing units in sample group are determined.

Data collection measure

The data collection measure is questionnaire based on two types of questionnaires. The standard questionnaire of knowledge management and researcher-built questionnaire of organizational health based on the studied variables and theoretical basics of the study. The questions of two types of questionnaires are based on 5-item Likert scale as very much, much, average, low and very low. To achieve validity of study measures, the views of advisor, supervisor and specialists are used. Cronbach's alpha is used to achieve study measures and it is 0.74 for knowledge management questionnaire and 0.81 for organizational health questionnaire and it showed suitable reliability of measures.

Data analysis method

Pearson correlation coefficient and regression coefficient are used for data analysis.

RESULTS

Table 1 presents the correlation coefficient of organizational health dimensions and knowledge management.

Table 1- The calculation of correlation coefficient

Variables	Knowledge management	sig
Leadership in organization	0.67	0.000
Support of resources in organization	0.64	0.000
Morale in organization	0.68	0.000
Unity in organization	0.51	0.000

As shown in Table 1, based on calculated correlation level between effective factors on knowledge management, the correlation of factors as morale in organization, leadership in organization, support of resources in organization and unity in organization has positive and significant association with knowledge management. After determining the effect of studied variables on knowledge management, we can predict each of the variables with significant association with dependent variable (knowledge management).

Table 2: The table of estimation of regression model between leadership in organization and knowledge management

Determined ss_{reg} variances	Residual ss_{res} variances	Mean of regression ms_{reg} squares	Mean of squares of residuals ms_{reg}	F	sig
22844.070	27604.507	22844.070	187.786	121.963	0.000

As shown in Table 2, significance level of F test is 0.000 and the impact of knowledge management prediction via leadership in organization is significant.

Table 3- Regression coefficients between leadership in organization and knowledge management

Regression correlation coefficient R	coefficient of R^2 determination	Adjusted R^2_{adj} coefficient of determination	S_{ec} estimation error
0.67	0.45	0.45	13.703

As shown in Table 3, regression correlation coefficient between leadership in organization and knowledge management is 0.67 and it shows the linear correlation between two variables. Also, the coefficient of determination is 0.45 and this shows that 0.45 of knowledge management variable of variances are determined by leadership in organization variable. Also, K^2 (the lack of determination coefficient) is 0.55 and the rest are determined by other variables.

Table 4- The table of estimation of regression coefficients

	β	SE_{β}	$\beta_{standard}$	T	Sig
Leadership in organization	1.54	.14	0.67	11.039	0.000

As shown in Table 4, the correlation between two variables of leadership in organization and knowledge management is significant at error level $P < 0.05$ and it is equal to 0.67 and significance level 0.000. The t-test value to estimate prediction of leadership in organization on knowledge management is significant. $Sig = 0.000$, $T = 11.039$. This result shows that for one unit of change in leadership in organization, knowledge management is increased as 1.54%. Based on the results, two variables have suitable prediction capability.

Table 5 shows regression test for the relationship between morale in organization and knowledge management.

Table 5- The tables of estimating regression model between morale in organization and knowledge management

Determined ss_{reg} variances	Residual ss_{res} variances	Mean of regression ms_{reg} squares	Mean of squares of residuals ms_{reg}	F	sig
23518.269	26970.308	23518.269	183.471	128.185	0.000

As shown in Table 5, significance level of F test is 0.000 and the impact of prediction of knowledge management via morale in organization is significant.

Table 6- The table of regression coefficients between morale in organization and knowledge management

Regression correlation coefficient R	coefficient of R^2 determination	Adjusted R^2_{adj} coefficient of determination	S_{ec} estimation error
0.68	0.46	0.46	13.545

As shown in Table 6, regression correlation coefficients between the morale in organization and knowledge management is 0.64 and this shows linear correlation between two variables. Also, coefficient of determination is 0.64 and this shows that 0.68 of knowledge management variances are determined by morale variable in organization. Also, K2 (the lack of coefficient of determination) is 0.54 and the rest are determined by other variables.

Table 7- The table of estimating regression coefficients

	β	SE_{β}	$\beta_{s \tan dard}$	T	Sig
Morale in organization	3.33	.28	0.68	11.322	0.000

As shown in Table 7, the correlation between two variables of morale in organization and knowledge management is significant at error level $P < 0.05$ and it is equal to 0.68 and significance level 0.000. The t-test value to estimate prediction of morale in organization on knowledge management is significant. Sig=0.000, T=11.332. This result shows that for one unit of change in morale in organization, knowledge management is increased as 3.23%. Based on the results, two variables have suitable prediction capability.

Table 8 shows regression test for the relationship between resources support in organization and knowledge management.

Table 8- The estimation model of regression between resources support in organization and knowledge management

Determined ss_{reg} variances	Residual ss_{res} variances	Mean of regression squares ms_{reg}	Mean of squares ms_{reg} of residuals	F	sig
20925.410	29563.167	20925.410	201.110	104.050	0.000

As shown in Table 8, significance level of F test is 0.000 and the impact of knowledge management prediction via resources support in organization is significant.

Table 9- The table of regression coefficients between resources supports in organization and knowledge management

Regression correlation coefficient R	coefficient of R^2 determination	Adjusted R^2_{adj} coefficient of determination	S_{ee} estimation error
0.64	0.41	0.41	14.81

As shown in Table 9, regression correlation coefficients between the support in organization and knowledge management is 0.64 and this shows linear correlation between two variables. Also, coefficient of determination is 0.64 and this shows that 0.68 of knowledge management variances are determined by support variable in organization. Also, K2 (the lack of coefficient of determination) is 0.59 and the rest are determined by other variables.

Table 10- The table of estimating regression coefficients

	β	SE_{β}	$\beta_{s \tan dard}$	T	Sig
Support of resources in organization	5.08	0.49	.64	10.200	0.000

As shown in Table 10, the correlation between two variables of support in organization and knowledge management is significant at error level $P < 0.05$ and it is equal to 0.64 and significance level 0.000. The t-test value to estimate prediction of support in organization on knowledge management is significant. Sig=0.000, T=10.200. This result shows that for one unit of change in support in organization, knowledge management is increased as 5.08%. Based on the results, two variables have suitable prediction capability.

Table 11 shows regression test for the relationship between unity of employees in organization and knowledge management.

Table 11- The estimation model of regression between unity in organization and knowledge management

Determined ss_{reg} variances	Residual ss_{res} variances	Mean of regression squares ms_{reg}	Mean of squares ms_{reg} of residuals	F	sig
13406.209	37082.368	13406.209	252.261	53.144	0.000

As shown in Table 11, significance level of F test is 0.000 and the impact of knowledge management forecast via unity in organization is significant.

Table 12- The table of regression coefficients between unity in organization and knowledge management

Regression correlation coefficient R	coefficient of R^2 determination	Adjusted R^2_{adj} coefficient of determination	S_{ec} estimation error
0.51	0.26	0.26	15.883

As shown in Table 12, regression correlation coefficients between the unity in organization and knowledge management is 0.64 and this shows linear correlation between two variables. Also, coefficient of determination is 0.26 and this shows that 0.26 of knowledge management variances are determined by support variable in organization. Also, K_2 (the lack of coefficient of determination) is 0.74 and the rest are determined by other variables.

Table 13- The table of estimating regression coefficients

	β	SE_{β}	$\beta_{s \text{ tan dard}}$	T	Sig
Unity in organization	3.51	.48	0.51	7.290	0.000

As shown in Table 13, the correlation between two variables of unity in organization and knowledge management is significant at error level $P < 0.05$ and it is equal to 0.51 and significance level 0.000. The t-test value to estimate prediction of unity in organization on knowledge management is significant. $Sig = 0.000$, $T = 7.290$. This result shows that for one unit of change in unity in organization, knowledge management is increased as 3.51%. Based on the results, two variables have suitable prediction capability.

DISCUSSION AND CONCLUSION

The present study aimed to evaluate the relationship between dimensions of organizational health (leadership in organization, support of resources in organization, morale in organization and unity in organization) and knowledge management in Islamic Azad universities. The results showed that organizational health has positive and significant association with knowledge management. The findings of this study are in line with the study of Mollahosseini (2009). The results of the study of Mollahosseini showed that there is an association between knowledge management and organizational health. The results showed that there is a significant association between leadership in organization and knowledge management. The finding of this study is in line with the results of the study of Hong (2005), Khalifa and Liu (2003) and Pavlen and Mason (2002). The results of the study of Hong showed that strong commitment and leadership of top management are success factors of knowledge management system. The results of the study of Khalifelou showed that leadership is one of the effective organizational factors on success of knowledge management. The results of the study of Pavlen and Mason showed that leadership can be considered as one of the barriers of knowledge management in organization. As the performances and behaviors of leaders can be accepted by employees, the new idea or concept presented by them is valuable and accepted. The results showed that there is a significant association between support of resources in organization and knowledge management. The findings of this study are in line with the results of the study of Wong (2005) and Hong et al., (2005). Wong in his study identified resources as key factors of success in implementation of knowledge management. Hong in the study found that learning environment and resources control are success factors of knowledge management system.

There is an association between employees' morale in organization and knowledge management. The findings of this study are in line with the study of Mollahosseini (2009), Khayat Jadidi (2002) and Taheri (2002). The results of the

study of Khayatjadidi showed that there is a significant association between morale and effectiveness. As knowledge management has effective quality on organization health, the increase of effectiveness and efficiency of organization is closely associated with it. As not providing the environment causes the success of employees is not fulfilled and their needs are not also met and they cannot achieve organization goals and this has adverse effect on effectiveness and productivity of organization. The results showed that there is an association between correlation of employees and knowledge management. The findings of this study are consistent with the findings of Mollahosseini (2009). Mollahosseini found that knowledge management is associated with all dimensions of organizational health including unity. The unity in organization shows that the employees love their job and they are affected by organization and affect it. Under these conditions, the employees can attempt to achieve organization goals by unity and collaboration and use the existing knowledge and facilities to increase productivity. In sum, the results showed that there is a significant association between organizational health dimensions and knowledge management. The findings of the study supported the close relationship between knowledge management and organizational health in high education organization. Thus, it is appropriate that universities besides having organizational health features as the pioneers of sustainable development in various fields by creating scientific-emotional space can make their employees committed to organization goals and develop their intelligence capital and maximize their good performance.

Applied recommendations

- In order than the leader can be effective on knowledge management internalization process, by introducing the benefits of knowledge management and motivating the employees for knowledge sharing in organization, the existing cultural barriers can be eliminated.
- The required resources and facilities can be provided in accordance to the update changes in organization. For example, providing IT is one of the key factors to implement knowledge management.
- For the comfort and satisfaction of employees, managers should consider the needs of employees namely under current conditions, also their financial needs can be considered in order than employees have adequate motivation for work and fulfilling organization goals.
- Managers provide the conditions as the employees have good feeling to their work and move toward their growth and their relevant organization.

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