The Study on the Role of Sharing Tacit Knowledge in Psychological Empowerment of Medical Staff of the Social Security Organization

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Abstract: With the development approach of the importance and the situation of human resource management as a valuable property in the organization, it can be realized that the existence of organizations is something more than organizational charts, material and informational resources. The fact is that the organizations know very well if they want to be leading in the economy and labor market and stay in the competition, must have skilled, creative, capable and high motivated manpower and empowerment is an effective technic to achieve this goal through using the potential of employees who is affected by various factors which one of these factors is the tacit knowledge sharing. Therefore, the study deals with the issue of improving the capacity for sharing tacit knowledge how and how much influences on the promotion of psychological empowerment dimensions in the organization. This research is descriptive and correlational type. The statistical society includes nursing employees of Social Security d clinics consist of 70 people (including nurse, assistant, 3 operating room technicians and anesthesia technician) which were selected as sample by random sampling method. After the distribution of questionnaire, obtained data were analyzed by software PLS and SPS. The results suggest that tacit knowledge has a positive and significant impact of all aspects of psychological empowerment.

Keywords: Sharing Tacit Knowledge, Psychological Empowerment, A Sense of Competence, A Sense of Significance, A Sense of Impact, A Sense of Autonomy.

Introduction

It seems that many of the organizations despite it is many years that are familiar with the techniques and methods of employee empowerment, But mostly have been unsuccessful in its implementation, because they haven’t understood empowerment as an organizational goal yet. The importance of the empowerment of the people in this unit is so much that not only can conduct the organizations to the development, But also lead them to increase productivities, performance and efficiency level, and customer satisfaction, a sense of belonging and commitment of staff, and raising the level of professional knowledge and other benefits. Thus, increasing empowerment of staff required a proper condition (Abbasi, 2007).
**The necessity of research**

Nursing society is as one of the largest and most important elements of health system and required knowledgeable employees in order to serve better and to promote health system, the purpose of research is focused on the empowerment issue of nursing employees. According to the research conducted in this field and of clinical training have always been facing with some problems and employees consider themselves powerless, also in Iran’s health system can search at policies and development programs and the transformation of the health system the employees’ empowerment (Abdollahi, 2006; Abtahi, 2006; Nonako, 2005). The remarkable point about the employees’ empowerment is lack of adequate and appropriate scientific resources as well as the lack of a reliable mode to implement the empowerment programs in organizations. The lack of research in this context has caused managers to avoid entering this field. In nursing profession due to face with variety of conditions and the lack of routine work, the experience is far more important than academic education and where the role of the conversion and transfer of tacit knowledge appears, because the employees working in the organizations achieve many opportunities to learn and gain experience. Considering that young people by imposing high costs on the organization ultimately become talented and knowledgeable people also sometimes leave the organization due to retirement, disability, death, or even problems due to hardworking of organization experienced personnel with valuable savings and take their knowledge with themselves (Manoorian, 2009; Salajeh, 2013). In this unreliable and complex conditions empowering the employees through the acquisition of knowledge and skills is the only way for management because the knowledge is the strategic and important property of an organization and distributing knowledge among all peoples reduces costs of test and error and also as an valuable intangible source play a role for organization and knowledge sharing will lead to ensure members to organizations and among members themselves and this requires a change in traditional attitudes and provide corporation culture to share saving knowledge and create a commitment and trust atmosphere.

**The main objectives of the research**

*The main objective:* The study on the relationship between tacit knowledge sharing and psychological empowerment dimensions of employees

**Research Hypotheses**

*The main hypothesis:* Sharing tacit knowledge has a significant and positive effect on psychological empowerment of employees.

*Secondary hypothesis:* 1. sharing tacit knowledge has a significant and positive effect on creating a sense of competence of employees.  
2. Sharing tacit knowledge has a significant and positive effect on having a sense of owning liberty of employees.  
3. Sharing tacit knowledge has a significant and positive effect on a sense of efficiency of employees.  
4. Sharing tacit knowledge has a significant and positive effect on a sense of jobs significance by employees.

*Theoretical aspects of research:* Theoretical issues related to the research issue are located in tow domain of knowledge management, especially how to convert the tacit knowledge to explicit knowledge (knowledge transfer) and employees’ empowerment including the sense of empowerment by them that will be reviewed briefly.

*Knowledge management:* The complexity and breadth of knowledge concept has led to the same attitude knowledge management not to be formed. Therefore, various experts from different aspects looked at it and have defined it. With regarding to this fact, the most common definition samples of knowledge management will be presented here. According to mervik, knowledge management is a set of the systematic activities of an organization which is done in order to achieve a larger value through available knowledge. The available knowledge included all the experiences and knowledge of people of an organization and all documents and reports within an organization.

In another definition, knowledge management as business activity is associated with two major aspects which have been considered as bellow:  
1. Taking into account the element of knowledge in commercial activities so that in all strategies, policies and use of these principles, knowledge element shows itself significantly.  
2. To create the intellectual capitals of organization that contained both registered certain capitals and its positive commercial results. In operation, knowledge management outside the organization is suggested to identify and specify the intellectual capitals and to create novel knowledge to compete better in word scene and also within organization is suggested in order to facilitate the asses to information, shearing proper process and access to informational and communicational technology. The process of creating and sharing is transmission and preservation of knowledge in a way to use it in organization effectively.
**Explicit and implicit knowledge forms**

Nonaka considers two types of knowledge and differentiate them. In fact, these two types of knowledge are two sides of the same coin, and form sets of knowledge:

**A- Tacit knowledge:** Tacit knowledge can be considered as sets of experiences, work ideas, and values and intellectual system within person that cannot be said and has not been saved in any database, but its database is in the human mind, and forms his activities.

**B- Explicit knowledge:** Explicit knowledge is a knowledge which is objective and can be expressed formally and in the form of systematic language. This kind of knowledge is independent of personnel and exists in computer information systems, documentations and organizational documents and so on.

Tacit knowledge plays a key role in the affairs and plays a major role in knowledge management. The main challenge of knowledge management is also converting more tacit knowledge into explicit knowledge. Note that what increases the organization development is the knowledge flow. Because the stagnant knowledge cannot guarantee organization success. The flow is creating by the interaction of two types of explicit and tacit knowledge and forms the life cycle of organization knowledge.

**Knowledge management process**

Based on the conclusion by Freya we can say that knowledge management process consists of three steps below:
1. Knowledge creation. This phase includes the activities associated with the novel knowledge entrance to the systems, including the development, discovery and conquest of knowledge. According to the Nonaka this phase is consists of four sub-process as following: (A) (socialization), B (Exterior building), C (spread) and D (interior building).
2. Knowledge transfer. It refers to the activities associated with the knowledge flow from one sector or one person to a sector or another person and including translation, conversion, and interpretation and purification communications of knowledge. Knowledge transfer is done through two sub-processes: (a) (spread) at this phase, the employees’ tacit knowledge is formed clearly and explicitly and expanded at the organization level. B. (Integration), to integrate knowledge at the organization level.
3. (Knowledge application) to operate from the knowledge) is included activities related to the implementation of knowledge which are in organizational processes. Figure 1 shows the relationship between three concepts, knowledge creation, and knowledge transfer and knowledge application as the knowledge management process.

![Figure 1. Knowledge management process.](image-url)

Figure 1 illustrates the circle process of knowledge management in organizations and implies that knowledge after the acquisition/creation, will be used by staff (experience acquisition) and by using knowledge practically, process of conversion/transfer of tacit knowledge to explicit will be carried out.

**The transfer of tacit knowledge**

The tacit knowledge has a complex and intangible nature; therefore, it cannot be easily and suddenly transferred. Close relationship through continuous interaction and communication helps the parties to deal with the formal and informal exchange of information. Close relations, promote the deep communication and facilitate the exchange of detailed information between the parties. In addition, it provides more opportunities people to share through their face to face and physical in feelings, motivations, assembly experiences and mental models contact. In other words, knowledge through frequent dialogues between members of the two companies converted to the common concepts and terminology. Therefore, the recipient of knowledge takes more opportunities to acquire tacit knowledge. Namely close relationship give an opportunity to the recipient to
reach the depth of supplier operation process, so can follow programs, symbols or supplier corporate culture. As mentioned above, the complexity and intangibility of tacit knowledge prevents it's full and suddenly transmission, therefore, to complete its transmission the source company cooperation is required in the next stages. This shows the necessity for ongoing and long interaction at knowledge transfer. Constant interaction provides the possibility for reviewing to improve the tacit knowledge transfer. Source Company can provide more detailed instructions about the nature of knowledge and facilitate its understanding to the receptor by getting the feedback from the recipient company. Close relationships depends upon the quality of exchanged information and the desirability of maintaining the relationship and the value they give to each other. When the shared knowledge is accurate and useful the parties are more likely to maintain the relationship. A long history of relations indicates high quality of the exchanged information, consent of the parties from relationship is the importance that they consider to maintain it.

It should be noted that the fundamental element of the close relationships between the sender and receiver of the information and organizational knowledge is mutual trust. Basically, the trust form the constitution of tacit knowledge exchange, Foss and his colleagues point out that trust importance is due to uncontrollable tacit knowledge and emphasis to its role in reducing the risks and inherent uncertainties in transferring the tacit knowledge. Naturally, the creation of trust shapes in the context of the intimacy and personal relationships that facilitate the exchange of informal knowledge, and allow sharing detailed and strategic information to increase.

To make such conditions the common views and objectives, cultural compatibility and social assimilation is required. This provides a favorable atmosphere to exchange the ideas and increases the mutual understanding of parties. Such situation helps the relationship between the supplier and receiver of tacit knowledge to be identified. When the parties clearly know what purpose each one have and what they want to acquire the tacit knowledge will be done more effectively.

Empowerment of the human resource

In literature and the writings of empowerment, there is no certain and accepted definition of the issue that all agree with that. Empowerment definition is radically different among scientists: many studies have defined it as a motivation to perform main tasks or reflect the balance between work and worker and or delegation of authority or some schemes according to commitment and or participation. Researchers have also defined the empowerment as the job structure in the form of power or authority transfer and employment support structures such as the sharing of resources and information. Empowerment is also mentioned as related process to the management performance or leadership of an organization dependent to the human resources functions such as training programs and reward systems. Finally, Empowerment is used in relation to the behaviors results and performances. What now is considered more than other aspects of empowerment in organizations is psychological empowerment.

Psychological empowerment

With emphasis on the multifaceted nature of empowerment, they mention for that four cognitive dimensions (a sense of significance) (a sense of competency) (a sense of being free to choice) (a sense of effectiveness) that each are briefly mentioned below.

A (a sense of competency): Competency refers to the extent that one can perform job duties skillfully in psychological literature this concept refers to the social epistemology theory (Albert Bandura) of concept of self-efficacy and personal control and expect effort performance.

B (a sense of autonomy): Autonomy or having a sense of choice right refers to the freedom of action and employee independence to determine the required activities to perform job duties. When people feel autonomy, rather than be involved in an occupation with the work force or to give it up, they themselves participate in duties voluntarily and deliberately and their activities are the consequences of freedom and personal independence. Effectiveness in contrast with inability is learned. This dimension is referred to a degree to see the individual’s behavior in occupational different goals implementation, namely, the expected results has been achieved in occupational environment.

C (a sense of significance): Significance is an opportunity for people to feel are following the important and valuable occupational goals, namely to feel are working in an environment that its time and force is considered valuable

The research conceptual model

In this study, sharing tacit knowledge as independent variables and dimensions of psychological empowerment of employees to dependent variable is considered. A model has been selected for each of these variables, Taguchi and Nonaka’s model is used to measure the effect amount of tacit knowledge sharing on employees’ empowerment.
Also, Spriterz model is used to measure the employees’ empowerment dimensions. Hi examined four dimensions relationship between the psychological empowerment and empowerment (a sense of significance, a sense of competence, a sense of self-determination, and a sense of effectiveness) based on Tomas and Velthous model.

Figure 2. Four dimensions relationship between the psychological empowerment and empowerment.

In the term of collection, data collection is non-experimental, descriptive-analytical and correlational, because it deals with the relations between tacit knowledge sharing and employee psychological empowerment variables and obtains the information needed from the statistical sample status quo by using a questionnaire.

Research variables

In a study to answer the research question or to test the hypothesis, it is important to diagnose the variables. Variables can be categorized in the terms of the type of relationship or visibility, etc. that here we divide them based on the relationship into two independent and dependent variables. In this study, according to the model of research and presented definition for the knowledge sharing, the variable is independent.

Materials and Methods

The statistical society is consisted of 70 people that in order to determine the sample the random sampling method was used. The questionnaire was collected and distributed based on the peoples’ population.

Data collection methods

To gather information related to the literature of this research and theoretical discussion related to the subject, books, articles in Persian and English, thesis, websites and documents has been used. In the field method by referring to the D clinics of Shahid Soleymani and interviews with nursing matron and supervisor, we tried to identify the necessity of tacit knowledge concept and transferring it to other employees. We got that the major challenge of knowledge management in the field of nursing in hospitals also is transferring the created tacit knowledge in the minds of nurses. The study a questionnaire is used to evaluate knowledge sharing and empowerment that is a total of 38 questions. Also some questions were taking into account as demographic characteristics, for example, gender, educational degree and the order of items is shown in Fig.

To design the questions the questionnaire has used the 5 options range of Likert which is one of the most common measurement scales. This range is an interval scale which is made up of several phrases, and answer options. Answer options at this scale, usually indicates the approval or disapproval rate of respondent to a given subject or concept, whether positive or negative.
In other words, we can determine the belief and attitude of respondent through the use of this scale. The total and ranking figure of this range is as following: The score 5 awarded to the statement “I agree very much and the score 1 for I disagree very much”. After providing the questionnaire by performing several interviews and getting advisor and consultant masters’ ideas, the required modifications were done and the reliability was achieved that the questionnaire measures the same considered characteristic, and in this study to determine the reliability of the test, Cronbach's alpha was used. This method is used for calculating the internal coordination of measurement tool that measures the different characteristics. And whatever the obtained number is close to the 1 the reliability of questionnaire will increase. In order to calculate Cronbach's alpha coefficient first the variance of each subset numbers of questionnaire questions and total variance should be calculated. Cronbach's alpha value was obtained by using the SPSS software, which is desirable for mentioned questionnaire.

Data analyze method
In this study, to analyze the obtained data, the samples, descriptive and illative static methods were used. In descriptive static sector was dealt to examine how to distribute the static samples in the terms of variables such as gender, age, and education degree by presenting the frequency table and chart by using SPSS software, and in illative static sector, the path modeling algorithm PLS has been used.

Descriptive static
In this sector of statistical analysis we deal with examination of how to distribute the statistical samples in the terms of variables such as gender, age, and work experience and education degree. It is noted that statistical society contains nurse, operation room technician, anesthesia technician.

The diagonal population characteristics of statistical sample
Gender: female 59%, male 41%
Educations: Associate and diploma: 27% BA: 60% graduated: 13%
Age: under 45 years old: 94% over 45 years old: 6%
Work experience: under 12 years old: 65% over 12 years old: 35%

Results
The diagonal population characteristics of statistical sample indicate that 59% of respondent were male and 41% female. In the term of formal education 60% people of sample have BA degree and 27% of them have associate and diploma degree and only 13% of them have been graduated. In the term of the age most of the sample people were young so that only 6% of them were over 45 years old. The average of respondent work experience was 9 years which indicates that the majority of them are young.

Research main hypothesis test: The effect of knowledge sharing on the employees’ psychological empowerment.

![Figure 3. Effect of knowledge sharing on the employees’ psychological empowerment.](image)

With regard to the number obtained for the determination coefficient or the power of 2 (2 obtained number under the dependent variable) it can be said that 27% of dependent variable variability, namely psychological empowerment is explained by independent variable, namely knowledge sharing, and the rest of them is related to other factors that were not examined in this study. With regard to the possible value shown in the model and table below, we can say that knowledge sharing impact is significant on the psychological empowerment because the possible value is smaller than 0.05. Its impact is equal to 52 hundredths meaning that with 1 unit of improvement in sharing knowledge we can see an increase of 52 hundredths in psychological empowerment of employees. Thus, according to the description above and the positivity of path coefficient, the main assumption of study is accepted. Namely tacit knowledge sharing has significant and positive impact on employees' psychological empowerment.

First secondary hypothesis: tacit knowledge sharing has significant and positive effect on employees’ sense of competence.
First secondary hypothesis: Whit regard to the possible value shown in the model and table below, we can say that knowledge sharing impact is significant on the sense of competence because the possible value is smaller than 0.05. Its impact is equal to 44 hundredths meaning that with 1 unit of improvement in sharing knowledge we can see an increase of 44 hundredths in employees’ sense of competence. Thus, according to the description above and the positivity of path coefficient, the first secondary hypothesis of study is accepted. Namely tacit knowledge sharing has significant and positive impact on employees’ sense of competence.

Second secondary hypothesis: tacit knowledge sharing has significant and positive effect on employees’ having a sense of authority. Whit regard to the possible value shown in the model and table below, we can say that knowledge sharing impact is significant on the having a sense of authority because the possible value is smaller than 0.05. Its impact is equal to 42 hundredths meaning that with 1 unit of improvement in sharing knowledge we can see an increase of 42 hundredths in employees’ having a sense of authority. Thus, according to the description above and the positivity of path coefficient, the second secondary hypothesis of study is accepted. Namely tacit knowledge sharing has significant and positive impact on employees' having sense of authority.

Third secondary hypothesis: tacit knowledge sharing has significant and positive effect on employees’ sense of effectiveness. Whit regard to the possible value shown in the model and table below, we can say that knowledge sharing impact is significant on the sense of effectiveness because the possible value is smaller than 0.05. Its impact is equal to 49 hundredths meaning that with 1 unit of improvement in sharing knowledge we can see an increase of 49 hundredths in employees’ sense of effectiveness. Thus, according to the description above and the positivity of path coefficient, the third secondary hypothesis of study is accepted. Namely tacit knowledge sharing has significant and positive impact on employees' sense of effectiveness.

Forth secondary hypothesis: tacit knowledge sharing has significant and positive effect on the jobs significance by employees. Whit regard to the possible value shown in the model and table below, we can say that knowledge sharing impact is significant on the jobs significance by employees because the possible value is smaller than 0.05. Its impact is equal to 51 hundredths meaning that with 1 unit of improvement in sharing knowledge we can see an increase of 51 hundredths in employees’ jobs significance by employees. Thus, according to the description above and the positivity of path coefficient, the forth secondary hypothesis of study is accepted. Namely tacit knowledge sharing has significant and positive impact on the jobs significance by employees.

Table 1. Namely tacit knowledge.

<table>
<thead>
<tr>
<th>Path</th>
<th>Possible value</th>
<th>Coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge sharing-competence</td>
<td>Under 0.0.1</td>
<td>0.445</td>
</tr>
<tr>
<td>Knowledge sharing- autonomy</td>
<td>Under 0.0.1</td>
<td>0.423</td>
</tr>
<tr>
<td>Knowledge sharing-effectiveness</td>
<td>Under 0.0.1</td>
<td>0.482</td>
</tr>
<tr>
<td>Knowledge sharing-significance</td>
<td>Under 0.0.1</td>
<td>0.536</td>
</tr>
</tbody>
</table>

Conclusion

It can be concluded that transfer of tacit knowledge and convert it into the explicit knowledge has direct relationship with employee participation in decision-making. Accordingly, the following recommendations are presented.
- To hold Formal and informal meetings weekly or daily between managers and staff to exchange information and knowledge
- To establish the System of rewarding and encouragement for employees who try to share their knowledge
- To promote the team work within organization and to encourage people to work together
- To establish the Team rewarding system
- To create the occupational groups of the different units and the possibility of cooperation between them to do affairs
- To create the processes and training programs for new employees with the help of old staff
- To notify goals clearly and organization strategies for knowledge sharing activities and its advantages
- It is proposed to move people in different situations and parts to provide the knowledge transfer and consequently people empowerment.
- with regard to the fact that 65% of employees are under 12 years of service experience, it is proposed to the organization to provide the experience sharing by people who are more experienced through several meetings
- To create a field of trust so that staffs share their knowledge to others without fear to lose their position. To provide cultural by managers about the transfer of knowledge indicates the empowerment and power of the people
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