

Abstract

The study entitled “Successful Application of Knowledge Management in the Organization and Its Effect upon the Employees” has two main objectives. First, it explores the employees’ opinions about the success of knowledge management implementation in the organization. Secondly, it investigates employees’ satisfaction with the knowledge management implementation in the organization. The research was designed as a case-study survey which collected data from a sample of 180 nurses of a selected hospital. Descriptive and inferential statistics applied in data analysis were Percentage, Arithmetic Mean, Test of Means between Two Independent Populations, One-way Analysis of Variance, Pearson’s Correlation Coefficient, and Step-wised Multiple Regression.

The sample consisted of professional nurses aged more than 41 year old who earned a bachelor’s degree. Most of these nurses were working at grade 7 positions in the medical service department. These sampled nurses participated in the organization’s knowledge management project on the average of once a week.

With regard to the important factors in successful implementation of knowledge management at the person-based level, the sample put emphases on the management’s roles, capability of persons responsible for knowledge management, and staff’s adaptability. At the organization-based level, the sample gave importance to knowledge management strategies and technologies, organizational culture, human resource management, and organization of a practitioners’ community.

The sample assessed that the opportunity for successful implementation of knowledge management was only at a pilot test stage. They were aware that the organization had begun the capability building of persons in charge with knowledge management.

The sample was most satisfied with the organization’s knowledge management project, improvement of work environments, performance achievement, and mutual

recognition among staff and between organizations. However, they were moderately satisfied with career advancement and relations with both superiors and colleagues.

Comparisons of the satisfaction scores by most of the sample's characteristics did not show a significance difference. Only the comparison of satisfaction mean scores by type of work in the aspect of performance achievement was significantly different. Regression analyses indicated that perception of human resource management and organization of a practitioners' community were the only two factors that could moderately predict the satisfaction with knowledge management implementation.

The study suggests a number of guidelines for successful knowledge management implementation. These suggestions consist of devotion of the management's time to knowledge management, capability improvement of persons responsible for knowledge management, development of employees' acceptance of knowledge management, determining clear and practical knowledge management strategies, improvement of learning culture, supporting knowledge management technology learning, setting up a human development plan, and organizing a network of diversified practitioners' community.

If the effect on or satisfaction of staff is taken into account, the recommendations are concerned with development of a knowledge management process, eliciting employees' knowledge for work-environment improvement, provision of an opportunity for expressing employees' opinions, a teamwork assignment, an evaluation system by learning indicators, personnel's self development, and involving personnel in an implementation development process.