

Organizational Culture as a Catalyst for Effective Knowledge Management in Healthcare Delivery among Nurses: Exploring the Link Between Culture and Knowledge Processes in Nursing Practice

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Introduction

The emergence of the knowledge-based economy underscores the pivotal role of knowledge in organizational performance, especially within the highly knowledge-intensive healthcare sector.¹ Healthcare institutions particularly hospitals, face pressure to improve patient care. Nurses, as knowledge workers, require environments that support knowledge sharing and application.² Organizational culture is critical to enabling the successful implementation of knowledge management efforts.³ This study seeks to answer the question: Is there a relationship between organizational culture and the knowledge management process of registered nurses at Obafemi Awolowo University Teaching Hospitals Complex (OAUTHC), Ile-Ife, Nigeria?

Background

Nursing is a knowledge-intensive profession crucial to healthcare quality. Knowledge management (KM) in nursing underpins clinical decision-making by guiding how knowledge is acquired, created, shared, and protected.⁴ Effective KM equips nurses with tools and strategies to manage clinical knowledge. Organizational culture shapes how knowledge is acquired, shared, and applied.⁵ In Nigeria, nurses contend with delivering high-quality patient care, prompting the need for effective knowledge management in nursing care delivery.⁵

Methodology / Approach

A descriptive survey design with a stratified sampling technique was used to select 124 nurses from OAUTHC. Data was collected from 111 nurses using a structured questionnaire and analyzed using SPSS. Reliability and validity tests were conducted.

Results / Discussion

Organizational culture positively influenced all four dimensions of knowledge management process-acquisition, conversion, application, and protection among nurses. Stronger correlations were observed with knowledge acquisition and application. These suggest culture fosters knowledge acquisition and use enhancing patient care. A supportive learning-oriented environment is essential for effective knowledge flow and evidence-based nursing practice in healthcare settings.

Table 1: Descriptive Statistics and Normality Assessment

Constructs	Total items	Mean	Std. Deviation	Skewness	Kurtosis	Cronbach's Alpha
Knowledge acquisition	40	29.71	8.81	1.92	10.43	0.85
Knowledge conversion	40	30.51	8.58	-0.71	-0.28	0.91
Knowledge application	40	27.44	7.65	1.94	15.31	0.95
Knowledge protection	40	27.85	6.38	-0.67	-0.10	0.88
Organizational culture	35	24.28	3.60	-0.86	1.30	0.83

Table 2: Kaiser-Meyer-Okin (KMO) and Bartlett's test of sphericity

Constructs	Kaiser-Meyer-Okin (KMO)	Bartlett's test of Sphericity (BTS)
Organizational culture	0.743	$\chi^2=419.753$, df=21, sig= <.001
Knowledge acquisition	0.897	$\chi^2=510.062$, df=28, sig= <.001
Knowledge conversion	0.889	$\chi^2=849.137$, df=28, sig=<.001
Knowledge application	0.927	$\chi^2=756.430$, df=28, sig=<.001
Knowledge protection	0.846	$\chi^2=438.381$, df=28, sig=<.001

df, degree of freedom; χ^2 , Approx Chi-square

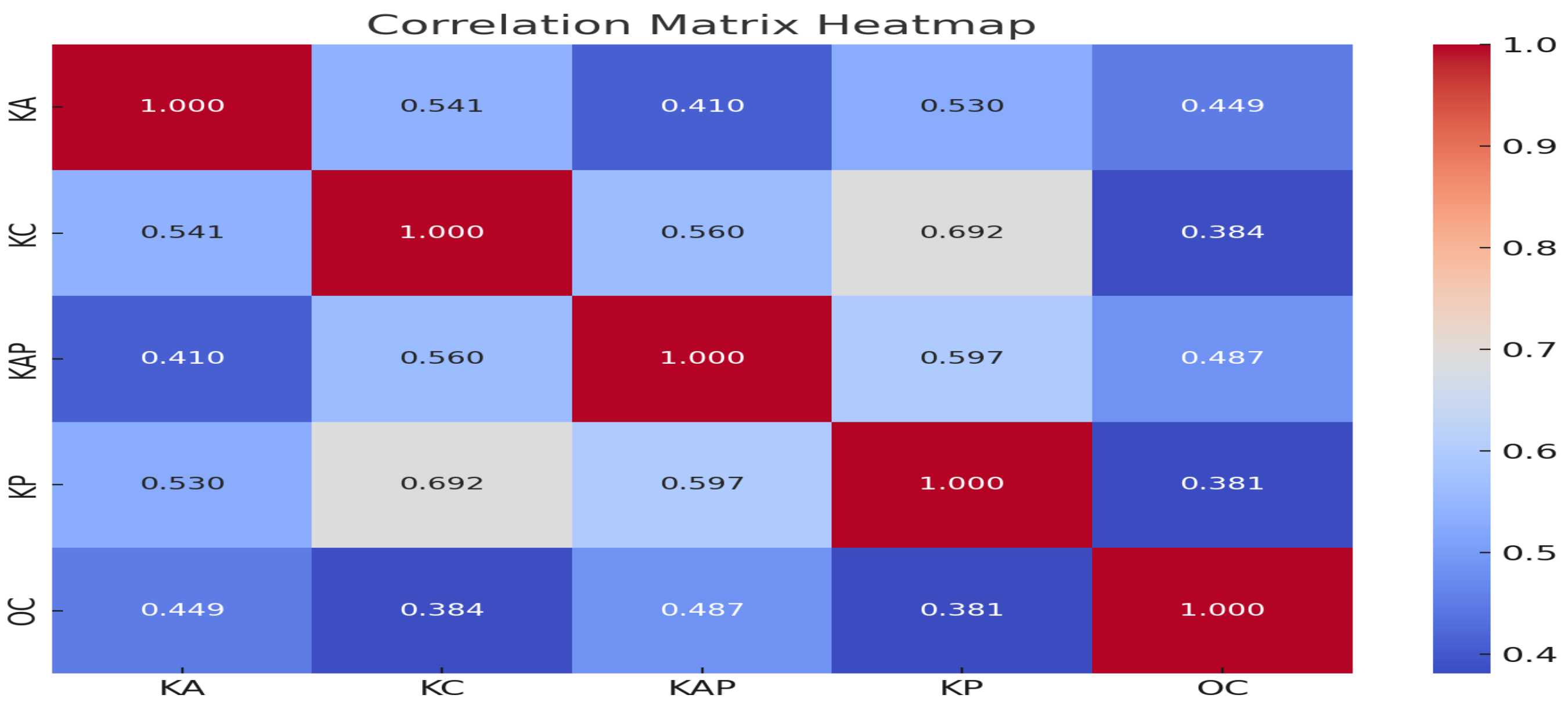


Figure 1: Correlation Matrix

Conclusion

This study confirms that organizational culture significantly enhances KM processes-acquisition, conversion, application and protection among nurses. A supportive culture fosters professional growth, improves patient care, and strengthens data protection. Promoting knowledge-friendly environments in healthcare is vital to effective nursing practice and broader health system performance improvement.

Future Work

Future studies should expand to multiple hospitals and include other healthcare professionals to validate generalizability .

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Acknowledgement

The author gratefully acknowledges the registered nurses from the selected teaching hospital for their participation and valuable contributions to this study.