Managerial competencies and knowledge management among the Affiliated Hospital of Chifeng University

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Abstract

This paper investigates on managerial competencies, and knowledge management within the context of hospital management. The primary objective is to scrutinize the relationships among these pivotal elements and discern their influence on healthcare organizational dynamics. Employing a quantitative research design, the study involved 385 participants from diverse healthcare management roles. The results reveal a generally competent level of managerial competencies across various dimensions, with noteworthy strengths identified in organizational culture setting and health quality improvement. Knowledge management practices are perceived positively, with an observed influence of experience in hospital management. The study establishes highly significant positive relationships among managerial competencies, and knowledge management. These findings hold profound implications for the healthcare community, emphasizing the need for targeted training programs, knowledge management strategies tailored to experience levels, and holistic leadership development initiatives. As the healthcare landscape evolves, these insights serve as a compass, guiding practitioners and stakeholders toward more effective management practices.

Keywords: managerial competencies, knowledge management, healthcare organizational dynamics

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1. Introduction

In the rapidly evolving landscape of healthcare management, the managerial competencies, and knowledge management practices within hospital settings are crucial determinants of organizational success, patient outcomes, and overall quality of care. Hospitals, as complex organizations, require adept leadership to navigate challenges, ensure efficient operations, and foster a culture of continuous improvement (Burrell et. al.,2023; Chen et. al.,2023). Within this context, understanding the interplay between managerial competencies, and knowledge management becomes imperative for optimizing healthcare delivery. The specific focus of this study is the examination of managerial competencies within the Affiliated Hospital of Chifeng University. As a prominent healthcare institution, the Affiliated Hospital plays a pivotal role in the regional healthcare system, serving as a nexus for medical education, patient care, and research. Exploring the leadership dynamics and managerial competencies within this context provides valuable insights into the factors influencing hospital management, with potential implications for enhancing overall organizational performance and healthcare quality. Despite the recognized importance of managerial competencies, and knowledge management in healthcare institutions, there remains a notable gap in the current literature regarding their specific interrelation within the context of the Affiliated Hospital of Chifeng University. Understanding how managerial competencies contribute to or hinder knowledge management practices in this specific hospital setting is essential for developing targeted interventions and strategies to address any identified challenges. This study aims to fill this gap by providing a comprehensive analysis that contributes to the broader discourse on effective healthcare management in academic hospital settings.

Significance of the Study - The significance of this study extends to various stakeholders, making valuable contributions to decision-makers, recipients of the study, the local and national community, other relevant stakeholders, and future researchers.

This research holds particular importance for decision and policy makers within the Affiliated Hospital of Chifeng University. By delving into the dynamics of managerial competencies, and knowledge management, the study provides evidence-based insights that can inform strategic decision-making processes. Decision-makers can use the findings to refine leadership training programs, tailor managerial development initiatives, and implement targeted knowledge management strategies. Moreover, healthcare professionals, including leaders, managers, and staff at the Affiliated Hospital, are direct recipients of the study's outcomes. The research offers a nuanced understanding of how managerial practices impact knowledge management, thereby empowering healthcare practitioners to refine their approaches and contribute more effectively to the hospital's goals. The insights gained from this study can be translated into actionable strategies for personal and professional development, ultimately fostering a culture of continuous improvement within the hospital.

At the local and national levels, the study's significance lies in its potential to elevate healthcare services and outcomes. As the Affiliated Hospital of Chifeng University serves as a vital healthcare hub, improved managerial practices can positively influence the health and well-being of the local community. Nationally, the study contributes to the broader discourse on effective healthcare management, offering lessons that can be applied across diverse healthcare settings. By enhancing the hospital's capabilities, the study indirectly benefits the broader community by ensuring access to high-quality healthcare services.

Various stakeholders, such as regulatory bodies, healthcare associations, and educational institutions, stand to gain from the study's insights. Regulatory bodies can use the findings to refine standards and guidelines for healthcare management, ensuring that hospitals adhere to best practices. Healthcare associations can leverage the

research to develop tailored training programs, fostering a skilled workforce.   Lastly, For future researchers in the field of healthcare management, this study serves as a foundational resource. The methodology, insights, and gaps identified provide a springboard for further exploration and inquiry. Future researchers can build upon this study's findings to delve deeper into specific aspects of competencies, and knowledge management, expanding the body of knowledge in healthcare management and contributing to the ongoing improvement of healthcare systems.

Statement of Problem - This study aims to investigate on Managerial Competencies and Knowledge Management among the Affiliated Hospital of Chifeng University. More specifically, this study seek to answer the following: (1) How do the respondents asses the Managerial Competencies of Hospital Employees in terms of planning skills, leading skills, controlling skills, organization skills, and self-assessment? (2) How do the respondents asses the Knowledge Management in Affiliated Hospital in terms of perceptions, sharing, cooperation, leadership, culture and barriers? (3) Is there any significant relationship among Managerial Competencies and Knowledge Management among the Affiliated Hospital of Chifeng University. (4) What action plan can be proposed based on the result of the study?

2. Methods

Descriptive research approach is employed to delineate the attributes of specific groups, particularly in the examination of Managerial Competencies, and Knowledge Management within the Affiliated Hospital of Chifeng University. Descriptive research makes it a practical choice, particularly for researchers operating with limited resources. The respondents of this study were a total of 385 respondents working in Affiliated Hospital of Chifeng University. The participants were selected through purposive sampling. Purposive sampling is a type of sampling in which participants are selected based on their knowledge, experience, or expertise on the topic of the study.

The research instrument for this study was adapted from various sources. The questionnaire is divided into three parts: Profile, visual arts innovation, the level of effectiveness of using digital media, and problems encountered in the visual arts. Part 1 - aims to assess the Managerial Competencies of hospital employees, focusing on Planning Skills, Leading Skills, Controlling Skills, Organization Skills, and Self-Assessment. This is adapted from Ochonma et al. (2018). Part II - gathers information to evaluate the Knowledge Management within the Affiliated Hospital, covering aspects of Perceptions, Sharing, Cooperation, Leadership, Culture, and Barriers. This is adapted from Karamitri et al. (2020). The research tool underwent a pilot test involving a small sample of respondents to verify the clarity and comprehensibility of the questions. Table 1 presents the reliability test result. It shows that the Cronbach alpha value for Managerial competencies (0.899) and Knowledge Management (0.880) signifies the instrument is good.

Table 1
Reliability Test Result

	Cronbach's Alpha	N of Items	Remarks
Managerial Competencies	0.899	31	Good
Planning Skills	0.837	3	Good
Leading Skills	0.825	6	Good
Controlling Skills	0.861	8	Good
Organization Skills	0.928	8	Excellent
Self-Assessment	0.864	6	Good
Knowledge Management	0.880	28	Good
Perceptions	0.814	4	Good
Sharing	0.858	5	Good
Cooperation	0.885	4	Good
Leadership	0.839	3	Good
Culture	0.941	9	Excellent
Barriers	0.893	3	Good

Data for this research were gathered via an anonymous and confidential survey focusing on Managerial

Competencies, and Knowledge Management within the Affiliated Hospital of Chifeng University. The survey was conducted online among the respondents, with the survey link distributed through various channels, including email, social media, and word-of-mouth.

The data collected from the survey were analyzed using descriptive statistics. This allowed the researchers to describe the characteristics of the population of respondents. All analyzes were performed using SPSS version 26. Mean, Standard Deviation and ranking was used to assess the Assess how respondents valuate the perceived Managerial Competencies of hospital employees. Examine the respondents' perceptions of Knowledge Management within the Affiliated Hospital. Spearman rho was used to test the significant relationship among Managerial Competencies, and Knowledge Management within the hospital setting.

The study adhered to the following ethical considerations: Participants provided informed consent before engaging in the study. This process involved informing participants about the study's purpose, procedures, and the associated risks and benefits. Confidentiality measures were implemented to safeguard participants' identities, their names and any other identifiable information were kept confidential. Participants were not remunerated for their involvement; but they were apprised that their participation could contribute to enhancing comprehension of Managerial Competencies, and Knowledge Management within the hospital setting.

3. Results and discussion

The composite mean of managerial competencies in planning skills, with a value of 2.32 and a standard deviation of 1.08, suggests an overall assessment of competence in this domain. The relatively low standard deviation indicates a degree of agreement among respondents. This implies that, on average, hospital managers are perceived as competent in planning skills, encompassing program planning, strategic plan preparation, and vision creation for the hospital.

Table 2
Managerial Competencies in terms of Planning Skills

Indicators	Mean	Std.Dev	V.I.	Rank
Programme planning	2.33	1.27	Competent	2
Preparation of a strategic plan	2.34	1.21	Competent	3
Creating a vision for your hospital	2.29	1.28	Competent	1
Composite Mean	2.32	1.08	Competent	

Legend: 1.00-1.79 - Highly competent; 1.80-2.59- Competent; 2.60-3.39 - moderately competent; 3.40-4.19 - Less Competent ; 4.20-5.00 - highly competent

Creating a vision for the hospital holds the highest mean (2.29) and ranks first among the planning skills indicators. This suggests that hospital managers excel in articulating a compelling and forward-thinking vision for their organizations. The competence in this area reflects a strategic leadership capability, indicating that these managers have a clear understanding of the hospital's future direction and can effectively communicate and inspire others toward that vision.

The first rank for "Creating a vision for your hospital" underscores the critical role of visionary leadership in effective hospital management. Managers who can articulate a compelling vision set the direction for the entire organization, aligning teams and resources toward common goals. This competence is particularly important in the healthcare sector, where the ability to navigate complex challenges and inspire a sense of purpose among staff can significantly impact the quality of patient care and overall organizational success. Literature on leadership in healthcare often emphasizes the importance of visionary leadership. Visionary leaders are seen as essential in guiding healthcare organizations through dynamic and uncertain environments. They inspire commitment from staff, foster innovation, and enhance overall organizational resilience. The findings align with research highlighting the significance of a well-defined vision in healthcare leadership. Arrascue et al. (2021) reported participant perceptions on management abilities, with 69% considering management abilities appropriate in analytical and interpersonal aspects. Additionally, 55.8% of participants believed their supervisors' management abilities were adequate, with none considering them poor.

"Preparation of a strategic plan" holds the second-highest mean (2.34) and is ranked third among the planning skills indicators. This indicates a strong competence in strategic planning among hospital managers. While slightly lower in mean than "Creating a vision for your hospital," it still reflects a high level of proficiency in developing and implementing strategic plans to guide the hospital's activities.

The second rank in strategic planning signifies that hospital managers are adept at formulating detailed and effective strategic plans. This skill is crucial for navigating the complex and evolving landscape of healthcare. It involves the ability to analyze internal and external factors, set clear objectives, and outline actionable steps to achieve organizational goals. A strong focus on strategic planning contributes to organizational adaptability and the ability to proactively address challenges. Existing literature emphasizes the importance of strategic planning in healthcare management. Strategic plans serve as road maps for achieving organizational objectives, improving patient outcomes, and ensuring long-term sustainability. Hospital managers who excel in strategic planning are better equipped to respond to industry changes, allocate resources effectively, and position their institutions for success. Kakemam et al. (2020) introduced a competency model highlighting seven core leadership and management competencies. These include professionalism, enabling and managing change, knowledge of the healthcare environment and organization, operations, administration, and resource management, as well as interpersonal and communication skills.

"Programme planning" holds the lowest mean (2.33) and is ranked second among the planning skills indicators. While still considered competent, this suggests a comparatively lower level of proficiency in program planning among hospital managers.

The lower rank in program planning indicates that there might be opportunities for improvement in this specific competency. Program planning involves the development and coordination of initiatives to achieve specific goals. A lower mean suggests that, while still considered competent, there may be room for enhancement in terms of efficiency and effectiveness in designing and implementing programs within the hospital. Literature on healthcare management underscores the importance of effective program planning. Well-executed programs contribute to improved patient care, resource optimization, and overall organizational success. Addressing any identified gaps in program planning competencies among hospital managers is vital for ensuring that the institution can effectively implement and achieve its strategic objectives. Matlakala (2023) highlighted the critical issue of natural attrition leading to a shortage of skilled nurses, posing challenges to the healthcare workforce. This emphasizes the need for strategic workforce planning and addressing factors contributing to nurse attrition.

Table 3
Managerial Competencies in terms of Leading Skills

Indicators	Mean	Std.Dev	V.I.	Rank
Team management	2.30	1.20	Competent	3
Communicating organizational goals	2.35	1.26	Competent	5
Managing conflicts	2.30	1.27	Competent	4
Motivating employees	2.29	1.25	Competent	2
Labour relations	2.36	1.24	Competent	6
Setting organizational culture	2.28	1.25	Competent	1
Composite Mean	2.31	1.01	Competent	

Legend: 1.00-1.79 - Highly competent; 1.80-2.59- Competent; 2.60-3.39 - moderately competent; 3.40-4.19 - Less Competent ; 4.20-5.00 - highly competent

The composite mean for managerial competencies in leading skills is 2.31 with a standard deviation of 1.01, indicating an overall perception of competence in this domain. The relatively low standard deviation suggests a consensus among respondents. On average, hospital managers are viewed as competent in leading skills, covering areas such as team management, communication of organizational goals, conflict management, employee motivation, labor relations, and setting organizational culture.

"Setting organizational culture" holds the highest mean (2.28) and secures the top rank among leading skills indicators. This suggests that hospital managers excel in shaping and fostering a positive and effective

organizational culture. The top three ranks, which also include "Motivating employees" (rank 2, mean 2.29) and "Team management" (rank 3, mean 2.30), highlight strengths in key areas that contribute to effective leadership. The competency in setting organizational culture underscores the critical role of managers in establishing values, norms, and a work environment that aligns with the hospital's mission.

Securing the first rank in setting organizational culture indicates that hospital managers are particularly adept at influencing the values and behaviors that define the work environment. This competence is vital for creating a workplace culture that supports employee engagement, collaboration, and the overall achievement of organizational objectives. A positive and aligned organizational culture contributes to employee satisfaction and retention, which are crucial factors in the healthcare industry. This finding aligns with research highlighting the significance of leadership in shaping organizational culture for success in healthcare settings. Kosklin et al. (2023) conducted inductive content analysis, revealing that knowledge management in the healthcare industry is interconnected with diverse aspects such as IT, quality and safety, management, finance, patient care, clinical operations improvement, organizational culture, and its effects extend to workers' work, job satisfaction, learning, and productivity.

While still considered competent, "Team management" (rank 3, mean 2.30), "Managing conflicts" (rank 4, mean 2.30), and "Communicating organizational goals" (rank 5, mean 2.35) and La secure the lower three ranks among the leading skills indicators. This suggests that there may be areas where improvement or focus is needed within team management, conflict resolution, and communication of organizational goals.

The lower ranks in team management, managing conflicts, and communicating organizational goals indicate potential areas for enhancement. Effective team management is crucial for achieving collaborative and high-performing teams, while conflict management and clear communication of organizational goals are essential for maintaining a positive and productive work environment. The slightly lower mean values suggest that, while still competent, these areas might benefit from targeted leadership development efforts. Existing literature emphasizes the importance of effective team management, conflict resolution, and clear communication in leadership. Research suggests that strong team management contributes to improved organizational performance and employee satisfaction. Likewise, effective conflict resolution and clear communication of organizational goals are integral to maintaining a healthy workplace culture. Addressing any identified gaps in these competencies is crucial for fostering a positive work environment and achieving organizational success in healthcare settings. Jamshed et al. (2019) highlighted the influence of information exchange and emotional intelligence on teamwork within the healthcare setting. The study validated a substantial correlation between team culture and performance, emphasizing the role of knowledge sharing and emotional intelligence as essential factors in fostering effective teamwork.

Table 4
Managerial Competencies in terms of Controlling Skills

Indicators	Mean	Std.Dev	V.I.	Rank
Measurement of organizational performance	2.14	1.14	Competent	4
Assessing the quality of hospital care	2.20	1.22	Competent	8
Evaluating health services delivery progress	2.14	1.20	Competent	5
Financial performance evaluation	2.12	1.16	Competent	2
Assessing patients satisfaction	2.16	1.15	Competent	6
Implementing health quality improvement system	2.07	1.08	Competent	1
Nursing quality management	2.16	1.14	Competent	7
Providing feedback to patients & staff	2.13	1.15	Competent	3
Composite Mean	2.14	0.89	Competent	

Legend: 1.00-1.79 - Highly competent; 1.80-2.59- Competent; 2.60-3.39 - moderately competent; 3.40-4.19 - Less Competent ; 4.20-5.00 - highly competent

The composite mean for managerial competencies in controlling skills is 2.14, with a low standard deviation of 0.89, indicating an overall perception of competence in this domain. The low standard deviation suggests a high level of agreement among respondents. On average, hospital managers are seen as competent in controlling skills, which include measurement of organizational performance, assessing the quality of hospital care,

evaluating health services delivery progress, financial performance evaluation, assessing patient satisfaction, implementing health quality improvement systems, nursing quality management, and providing feedback to patients and staff.

"Implementing health quality improvement system" holds the highest mean (2.07) and secures the top rank among controlling skills indicators. This indicates a particular strength in the ability of hospital managers to implement systems that enhance the quality of healthcare delivery. The top three ranks also include "Financial performance evaluation" (rank 2, mean 2.12) and "Providing feedback to patients & staff" (rank 3, mean 2.13). These competencies highlight the importance of effective financial management and communication in the context of healthcare quality improvement. Effective implementation of quality improvement systems reflects a commitment to delivering high-quality care and staying abreast of industry best practices. The emphasis on implementing health quality improvement systems aligns with existing literature highlighting the significance of quality management in healthcare. Research emphasizes the positive impact of well-designed quality improvement systems on patient outcomes, staff satisfaction, and overall organizational performance. Hospital managers who excel in this area contribute to a culture of continuous improvement, fostering an environment where patient care is consistently enhanced. Al Shraah et al. (2022) found that quality management practices significantly influence knowledge management processes (KMPs). Six out of seven independent quality management practice-related factors were identified as having a significant impact on KMPs. The study suggested an agenda for enhancing knowledge management through quality management practices.

While still considered competent, "Financial performance evaluation" (rank 2, mean 2.12), "Measurement of organizational performance" (rank 4, mean 2.14), and "Evaluating health services delivery progress" (rank 5, mean 2.14) secure the lower three ranks among controlling skills indicators. This suggests that there may be areas where improvement or focus is needed within financial performance evaluation, measurement of organizational performance, and evaluation of health services delivery progress.

The lower ranks in financial performance evaluation, measurement of organizational performance, and evaluating health services delivery progress indicate potential areas for enhancement. Effective financial management is crucial for the sustainability of healthcare organizations, while accurate measurement and evaluation of organizational and service delivery performance are essential for informed decision-making and quality improvement. The slightly lower mean values suggest that, while still competent, these areas might benefit from targeted attention and improvement initiatives. Existing literature emphasizes the importance of financial management and performance evaluation in healthcare. Sound financial performance is integral to the overall success and sustainability of healthcare organizations. Additionally, accurate measurement and evaluation of organizational and service delivery performance contribute to effective decision-making and quality improvement. Muhammed et al. (2020) and Gu et al. (2019) both found that managers' support for knowledge sharing behaviors among staff members positively influences knowledge management success. This support, along with Addressing any identified gaps in these competencies is vital for ensuring the financial health and continuous improvement of healthcare services.

Table 5
Managerial Competencies in terms of Organizations Skills

Indicators	Mean	Std.Dev	V.I.	Rank
Structure health service organizations	2.21	1.24	Competent	1
Budgeting	2.27	1.26	Competent	3
Resource planning	2.30	1.23	Competent	6
Human resource planning	2.33	1.33	Competent	7
Use health technology	2.28	1.23	Competent	4
Performance appraisal	2.25	1.26	Competent	2
Organizing nursing training	2.28	1.28	Competent	5
Allocation of financial resources	2.35	1.24	Competent	8
Composite Mean	2.29	1.02	Competent	

Legend: 1.00-1.79 - Highly competent; 1.80-2.59- Competent; 2.60-3.39 - moderately competent; 3.40-4.19 - Less Competent ; 4.20-5.00 - highly competent

The composite mean for managerial competencies in organizational skills is 2.29, with a standard deviation of 1.02, indicating an overall perception of competence in this domain. The relatively low standard deviation suggests a degree of agreement among respondents. "Structuring health service organizations" holds the highest mean (2.21) and secures the top rank among organizational skills indicators. This suggests that hospital managers excel in designing and organizing the overall structure of health service organizations. The top three ranks also include "Performance appraisal" (rank 2, mean 2.25) and "Budgeting" (rank 3, mean 2.27). These competencies underscore the importance of effective organizational structure, performance evaluation, and financial planning in healthcare management.

Securing the first rank in structuring health service organizations indicates that hospital managers are particularly skilled in designing and implementing organizational structures that support the efficient delivery of healthcare services. This competency is crucial for optimizing work-flow, ensuring proper resource allocation, and enhancing overall organizational effectiveness. Effective organizational structuring contributes to the alignment of resources with strategic goals, fostering a conducive environment for quality healthcare delivery. Hospital managers who excel in this competency contribute to the development of a resilient and adaptable organizational framework, aligning resources with the complex and dynamic nature of the healthcare industry. Novak et al. (2020) identified a positive impact of both transformational and transactional leadership approaches on knowledge infrastructure components, including organizational culture, organizational structure, and information technology. The study emphasized the role of leadership in shaping the organizational environment that supports knowledge management.

While still considered competent, "Use health technology" (rank 4, mean 2.28), "Organizing nursing training" (rank 5, mean 2.28), and "Resource planning" (rank 6, mean 2.30) secure the lower three ranks among organizational skills indicators. This suggests that there may be areas where improvement or focus is needed within the utilization of health technology, organizing training for nursing staff, and planning for organizational resources.

The lower ranks in the use of health technology, organizing nursing training, and resource planning indicate potential areas for enhancement. Effective use of health technology is critical for staying abreast of advancements in healthcare, organizing nursing training is essential for maintaining a skilled workforce, and resource planning is crucial for optimizing organizational efficiency. The slightly lower mean values suggest that, while still competent, these areas might benefit from targeted attention and improvement initiatives. Existing literature emphasizes the importance of health technology, training programs, and resource planning in healthcare management. Research suggests that effective use of health technology improves patient care, training programs contribute to a competent healthcare workforce, and resource planning is integral to organizational sustainability. Addressing any identified gaps in these competencies is vital for ensuring that healthcare organizations remain technologically advanced, staffed with skilled professionals, and equipped to meet the demands of patient care. Ayatollahi et al. (2020) conducted a review and identified primary success variables influencing knowledge management deployment in healthcare organizations. Information technology, organizational structure, performance evaluation and measurement, and organizational culture were key factors, with variations observed between wealthy and emerging nations.

Table 6
Managerial Competencies in terms of Self-Assessment

Indicators	Mean	Std.Dev	V.I.	Rank
Time management	2.11	1.13	Competent	2
Acting independently	2.20	1.17	Competent	6
Awareness of personal weakness and strength	2.16	1.18	Competent	5
Balancing work and life issues	2.12	1.10	Competent	3
Ability to learn from experience	2.13	1.16	Competent	4
Self-development	2.11	1.12	Competent	1
Composite Mean	2.14	0.88	Competent	

Legend: 1.00-1.79 - Highly competent; 1.80-2.59- Competent; 2.60-3.39 - moderately competent; 3.40-4.19 - Less Competent ; 4.20-5.00 - highly competent

The composite mean for managerial competencies in self-assessment is 2.14, with a low standard deviation of 0.88, indicating an overall perception of competence in this domain. The low standard deviation suggests a high level of agreement among respondents. On average, hospital managers are viewed as competent in self-assessment, which includes skills such as time management, acting independently, awareness of personal weaknesses and strengths, balancing work and life issues, ability to learn from experience, and self-development. "Self-development" holds the highest mean (2.11) and secures the top rank among self-assessment indicators. This indicates that hospital managers excel in recognizing the importance of personal growth and actively engage in self-development activities. The top three ranks also include "Time management" (rank 2, mean 2.11) and "Balancing work and life issues" (rank 3, mean 2.12). These competencies highlight the significance of effective time management and maintaining a healthy work-life balance in the self-assessment of hospital managers.

Securing the first rank in self-development underscores the proactive approach of hospital managers toward continuous personal and professional growth. Hospital managers who prioritize self-development are likely to bring innovation, adaptability, and resilience to their roles. The emphasis on self-development aligns with existing literature on leadership and management. In healthcare, where the landscape is constantly evolving, managers who actively seek self-development opportunities contribute to the overall agility and success of their organizations. This aligns with the notion that effective leaders are lifelong learners. Ayanbode et al. (2021) emphasized that professional development is significantly impacted by the creation and sharing of knowledge among therapy team members in mental facilities. The study highlighted the essential role of knowledge exchange in enhancing intellectual capacity, creativity, discipline specialization, and professional learning.

While still considered competent, "Time management" (rank 2, mean 2.11), "Acting independently" (rank 6, mean 2.20), and "Balancing work and life issues" (rank 3, mean 2.12) secure the lower three ranks among self-assessment indicators. This suggests that there may be areas where improvement or focus is needed within time management, the ability to act independently, and balancing work and life issues. The lower ranks in time management, acting independently, and balancing work and life issues indicate potential areas for enhancement in the self-assessment of hospital managers. Effective time management is crucial for optimizing productivity, acting independently is essential for decision-making, and balancing work and life issues is vital for overall well-being. The slightly lower mean values suggest that, while still competent, these areas might benefit from targeted attention and improvement initiatives. Existing literature emphasizes the importance of effective time management, autonomy, and work-life balance in leadership and managerial roles. Research suggests that leaders who manage their time efficiently, act independently when necessary, and maintain a healthy work-life balance contribute to their overall well-being and effectiveness. Addressing any identified gaps in these competencies is vital for ensuring the optimal performance and job satisfaction of hospital managers. Razzaq et al. (2019) revealed that the association between knowledge management methods and knowledge-work performance is somewhat mediated by organizational commitment. This underscores the need to consider organizational commitment as a crucial factor influencing the effectiveness of knowledge management practices.

Table 7
Knowledge Management in terms of Perception

Indicators	Mean	Std.Dev	V.I.	Rank
Each hospital should implement KM politics.	2.15	1.19	Agree	1.5
KM is essential for the performance of the hospital. KM helps decrease errors.	2.19	1.15	Agree	3
Knowledge acquisition helps the individual's autonomy.	2.20	1.20	Agree	4
Knowledge recording helps employees adapt when they are transferred to different departments of the hospital.	2.15	1.19	Agree	1.5
Composite Mean	2.17	0.98	Agree	

Legend: 1.00-1.79 - Strongly Agree; 1.80-2.59- Agree; 2.60-3.39 - moderately agree; 3.40-4.19 - Disagree ; 4.20-5.00 - Strongly Disagree

The composite mean for knowledge management perception is 2.17, with a standard deviation of 0.98, indicating an overall agreement in perception. The relatively low standard deviation suggests a consistent viewpoint among respondents.

"Each hospital should implement KM politics" and "Knowledge recording helps employees adapt when they are transferred to different departments of the hospital" both hold the highest mean (2.15) and share the top rank among knowledge management perception indicators. "KM is essential for the performance of the hospital" follows closely with a mean of 2.19, securing the third rank. These top three ranks underscore the perceived significance of knowledge management in hospitals, emphasizing the importance of implementation, adaptability through knowledge recording, and the overall impact on hospital performance.

Securing the first rank, "Each hospital should implement KM politics," indicates a strong consensus on the necessity of establishing knowledge management practices in hospitals. This perception aligns with the understanding that structured knowledge management policies contribute to the efficient utilization of information, expertise sharing, and organizational learning, ultimately enhancing overall hospital performance. The findings support the notion that knowledge management is integral to the success of hospitals in navigating the complex healthcare landscape. Aliakbar et al. (2022) highlighted the significant impact of social capital on knowledge sharing within organizations. The findings emphasized the importance of fostering a knowledge culture, promoting knowledge leadership, strengthening knowledge assets, and establishing suitable knowledge frameworks and procedures for seamless knowledge acquisition.

While still in agreement, "Knowledge acquisition helps individual autonomy" (rank 4, mean 2.20) and "KM helps decrease errors" (rank 3, mean 2.19) secure the lower ranks among knowledge management perception indicators. This suggests that, while generally agreed upon, there may be a slightly lower emphasis on the role of knowledge acquisition in individual autonomy and the impact of knowledge management in reducing errors.

The lower ranks in knowledge acquisition helping individual autonomy and knowledge management decreasing errors suggest that while these aspects are acknowledged, they might not be perceived as critically as the other indicators. It's essential to recognize the importance of addressing individual autonomy through knowledge acquisition and the potential error reduction benefits of knowledge management to ensure a holistic understanding and implementation of knowledge management practices in hospitals. Existing literature emphasizes the positive impact of knowledge management on individual autonomy and error reduction in healthcare. Effective knowledge acquisition contributes to the autonomy of healthcare professionals, enhancing their decision-making capabilities. Bridging any perceived gaps in these areas can contribute to a more comprehensive and effective implementation of knowledge management in hospitals. Al Amiri et al. (2020) found consistent and beneficial impacts of various leadership styles, including senior executives, transactional, knowledge-oriented, transformational, and strategic leadership, on the knowledge management process.

According to table 8, the composite mean for knowledge management in terms of sharing is 2.26, with a standard deviation of 0.96, indicating an overall agreement in the perception of knowledge sharing. The relatively low standard deviation suggests a consistent viewpoint among respondents. On average, there is a positive inclination toward the sharing of knowledge, whether during group meetings, through electronic means, with friends, colleagues from the same department, or colleagues from other professional groups at the hospital.

Table 8

Knowledge Management in terms of Sharing

Indicators	Mean	Std.Dev	V.I.	Rank
Knowledge is shared during group meetings.	2.27	1.19	Agree	2
Knowledge is shared using electronic means (websites, wikis, forums).	2.28	1.23	Agree	5
I share knowledge with colleagues who are my friends	2.28	1.22	Agree	4
I share knowledge with colleagues from my department.	2.21	1.20	Agree	1
I share knowledge with colleagues of other professional groups at the hospital.	2.28	1.16	Agree	3
Composite Mean	2.26	0.96	Agree	

Legend: 1.00-1.79 - Strongly Agree; 1.80-2.59- Agree; 2.60-3.39 - moderately agree; 3.40-4.19 - Disagree ; 4.20-5.00 - Strongly Disagree

"I share knowledge with colleagues from my department" holds the highest mean (2.21) and secures the top rank among knowledge sharing indicators. "Knowledge is shared using electronic means" follows closely with a mean of 2.28, securing the second rank, and "I share knowledge with colleagues of other professional groups at

the hospital" ranks third with a mean of 2.28. These top three ranks emphasize the importance of sharing knowledge within one's department, utilizing electronic means for knowledge exchange, and extending knowledge sharing beyond one's professional group within the hospital.

Securing the first rank, "I share knowledge with colleagues from my department," highlights the perceived significance of knowledge sharing within the immediate professional group. This practice fosters collaboration, enhances team dynamics, and contributes to the overall effectiveness of the department. The emphasis on sharing within one's department suggests a recognition of the unique expertise and insights that colleagues in the same professional group possess. The importance of sharing knowledge within one's department aligns with existing literature on knowledge management. Research emphasizes the positive impact of intra-departmental knowledge sharing on team cohesion, innovation, and organizational performance. The findings support the notion that a culture of knowledge sharing within specific professional groups contributes to the overall success of healthcare organizations.

While still in agreement, "Knowledge is shared during group meetings" (rank 2, mean 2.27), "I share knowledge with colleagues who are my friends" (rank 4, mean 2.28), and "I share knowledge with colleagues from other professional groups at the hospital" (rank 3, mean 2.28) secure the lower ranks among knowledge sharing indicators. This suggests that there may be a slightly lower emphasis on knowledge sharing during group meetings, with friends, and across different professional groups within the hospital.

The lower ranks in knowledge sharing during group meetings, with friends, and across different professional groups within the hospital indicate potential areas for enhancement. While knowledge sharing during group meetings is generally acknowledged, there might be opportunities to optimize this practice. Additionally, the slightly lower mean values for sharing with friends and across different professional groups suggest that these aspects might benefit from targeted strategies to promote and facilitate knowledge exchange. Existing literature underscores the importance of diverse channels for knowledge sharing, including group meetings, informal interactions among friends, and collaboration across different professional groups. Research suggests that effective knowledge sharing during group meetings enhances communication and decision-making, while sharing among friends and across professional groups fosters a culture of collaboration and cross-functional learning. Addressing any identified gaps in these areas is crucial for promoting a comprehensive and inclusive knowledge-sharing culture within healthcare organizations. Clear and transparent communication is vital in a hospital setting. Leaders must effectively communicate with diverse stakeholders, including medical staff, administrative teams, and patients, to ensure everyone is on the same page and informed, according to Perez (2021).

Table 9

Knowledge Management in terms of Cooperation

Indicators	Mean	Std.Dev	V.I.	Rank
I often cooperate with my colleagues to face a new situation.	2.37	1.27	Agree	1
When I come across difficulties, I ask my colleagues.	2.44	1.33	Agree	3
When I know the work of the others, it improves my performance.	2.38	1.30	Agree	2
Cooperation when creating new knowledge reduces the anxiety of responsibility in case of an error.	2.50	1.32	Agree	4
Composite Mean	2.42	1.10	Agree	

Legend: 1.00-1.79 - Strongly Agree; 1.80-2.59- Agree; 2.60-3.39 - moderately agree; 3.40-4.19 - Disagree ; 4.20-5.00 - Strongly Disagree

In table 9, the composite mean for knowledge management in terms of cooperation is 2.42, with a standard deviation of 1.10, indicating an overall agreement in the perception of cooperation. The relatively low standard deviation suggests a consistent viewpoint among respondents. On average, there is a positive inclination toward cooperation in facing new situations, seeking help from colleagues during difficulties, recognizing the impact of understanding others' work on personal performance, and acknowledging the anxiety-reducing effect of cooperation when creating new knowledge.

"I often cooperate with my colleagues to face a new situation" holds the highest mean (2.37) and secures the

top rank among knowledge management cooperation indicators. Following closely, "When I know the work of others, it improves my performance" ranks second with a mean of 2.38. These top two ranks underscore the perceived importance of cooperation in tackling new challenges and the positive impact of understanding the work of colleagues on individual performance.

Securing the first rank, "I often cooperate with my colleagues to face a new situation," highlights the significant emphasis placed on collaboration and teamwork when confronted with new challenges. This finding suggests a recognition of the collective strength and problem-solving capabilities that arise from cooperative efforts. The positive perception of cooperation in the face of new situations aligns with the understanding that diverse perspectives and skills contribute to effective problem-solving. The emphasis on cooperation in facing new situations aligns with existing literature on teamwork and collaboration. Research emphasizes the positive impact of collaboration on innovation, problem-solving, and organizational performance. The findings support the notion that a culture of cooperation enhances adaptability and resilience in healthcare settings, where encountering new situations is commonplace. Hospital leaders should promote a collaborative culture among healthcare teams. Sarabi et al. (2020) identified eight sub-themes under the primary themes of internal and external causes in their findings. Encouraging teamwork and interdepartmental collaboration helps in achieving better patient outcomes and enhances overall organizational efficiency. The healthcare landscape is dynamic and subject to rapid changes.

While still in agreement, "When I come across difficulties, I ask my colleagues" (rank 3, mean 2.44), "When I know the work of the others, it improves my performance" (rank 2, mean 2.38), and "Cooperation when creating new knowledge reduces the anxiety of responsibility in case of an error" (rank 4, mean 2.50) secure the lower ranks among knowledge management cooperation indicators. This suggests that, while generally agreed upon, there may be a slightly lower emphasis on seeking help during difficulties, recognizing the impact of understanding others' work on individual performance, and acknowledging the anxiety-reducing effect of cooperation when creating new knowledge.

The lower ranks in seeking help during difficulties, understanding others' work, and the anxiety-reducing effect of cooperation when creating new knowledge indicate potential areas for enhancement. While these aspects are generally acknowledged, there might be opportunities to further promote and emphasize the value of seeking assistance, understanding the work of colleagues, and recognizing the anxiety-reducing benefits of cooperation in knowledge creation. Existing literature emphasizes the importance of seeking help during difficulties, understanding colleagues' work, and the anxiety-reducing effects of cooperation. Research suggests that a supportive and collaborative work environment, where individuals are comfortable seeking assistance and understanding the perspectives of their colleagues, contributes to improved problem-solving and reduced stress. Addressing any identified gaps in these areas is crucial for fostering a culture of collaboration and knowledge-sharing in healthcare organizations. Leaders in healthcare must prioritize patient-centered care. This involves ensuring that all decisions and actions align with providing the best possible care and experience for patients. Chang et al. (2023) presented a study on the energy interconnection network, employing various department and style type assessments.

Table 10
Knowledge Management in terms of Leadership

Indicators	Mean	Std.Dev	V.I.	Rank
My supervisor provides the required knowledge to solve problems.	2.40	1.28	Agree	2
My supervisor rewards people who share their knowledge.	2.37	1.25	Agree	1
Leadership creates channels of communication that help knowledge transfer.	2.43	1.29	Agree	3
Composite Mean	2.40	1.09	Agree	

Legend: 1.00-1.79 - Strongly Agree; 1.80-2.59- Agree; 2.60-3.39 - moderately agree; 3.40-4.19 - Disagree ; 4.20-5.00 - Strongly Disagree

The composite mean for knowledge management in terms of leadership is 2.40, with a standard deviation of 1.09, indicating an overall agreement in the perception of leadership's role in knowledge management. The

relatively low standard deviation suggests a consistent viewpoint among respondents. On average, there is a positive inclination toward the perception that supervisors provide required knowledge for problem-solving, reward knowledge-sharing, and create communication channels facilitating knowledge transfer.

"My supervisor rewards people who share their knowledge" holds the highest mean (2.37) and secures the top rank among knowledge management leadership indicators. This suggests a strong acknowledgment of the role of leadership in recognizing and incentivizing knowledge-sharing behavior. Rewards for knowledge-sharing contribute to a positive organizational culture that encourages collaboration and the free flow of information.

Securing the first rank, "My supervisor rewards people who share their knowledge," highlights the perceived significance of leadership reinforcement in promoting a culture of knowledge-sharing. The emphasis on supervisor rewards for knowledge-sharing aligns with existing literature on leadership in knowledge management. Research underscores the positive impact of leadership support and recognition in promoting knowledge-sharing behaviors. The findings support the notion that a leadership approach that values and rewards knowledge-sharing contributes to a culture of continuous learning and improvement. Putra et al. (2021) identified a positive correlation between the compassionate actions of nurses and job satisfaction. Specific aspects of job satisfaction, such as supervision, contingent rewards, coworkers, nature of work, and communication, were positively correlated with nurses' pro-caring behavior.

"My supervisor provides the required knowledge to solve problems" (rank 2, mean 2.40) and "Leadership creates channels of communication that help knowledge transfer" (rank 3, mean 2.43) secure the second and third ranks among knowledge management leadership indicators. This indicates a strong recognition of the role of supervisors in facilitating knowledge transfer by providing essential information and creating effective communication channels. The high ranks in supervisor-provided knowledge and leadership creating communication channels suggest a positive perception of leadership's role in knowledge management. Effective leadership involves not only recognizing and rewarding knowledge-sharing but also actively contributing to knowledge transfer by providing necessary information and fostering communication channels that facilitate the flow of knowledge across the organization. Existing literature emphasizes the crucial role of leadership in knowledge management. Supervisors who actively contribute to knowledge transfer by providing essential information and creating communication channels contribute to the overall success of knowledge-sharing initiatives. Research of Kalungia et al. (2019) supports the idea that leadership actions play a pivotal role in shaping the knowledge-sharing culture within organizations.

Table 11
Knowledge Management in terms of Culture

Indicators	Mean	Std.Dev	V.I.	Rank
Leadership at this hospital has not understood the importance of KM (reverse coding).	2.17	1.16	Agree	5
At this hospital, there are KM strategies.	2.21	1.21	Agree	8
In this hospital, personnel is encouraged to innovate if they have a new idea.	2.16	1.19	Agree	4
This hospital supports research.	2.14	1.15	Agree	2
This hospital is a knowledge creation agency.	2.22	1.20	Agree	9
This cooperation strengthens the knowledge culture of my department.	2.17	1.20	Agree	6
There is no knowledge culture in this hospital (reverse coding).	2.17	1.23	Agree	7
In this hospital, there are commonly shared files to inform employees.	2.14	1.17	Agree	3
Most colleagues share their knowledge freely.	2.17	1.17	Agree	6
Composite Mean	2.17	0.93	Agree	

Legend: 1.00-1.79 - Strongly Agree; 1.80-2.59- Agree; 2.60-3.39 - moderately agree; 3.40-4.19 - Disagree ; 4.20-5.00 - Strongly Disagree

The composite mean for knowledge management in terms of culture is 2.17, with a standard deviation of 0.93, indicating an overall agreement in the perception of knowledge management culture. The relatively low standard deviation suggests a consistent viewpoint among respondents.

"This hospital supports research" holds the highest mean (2.14) and secures the second rank among knowledge management culture indicators. "In this hospital, there are commonly shared files to inform

employees" ranks third with a mean of 2.14, and "At this hospital, there are KM strategies" ranks eighth with a mean of 2.21. These top three ranks highlight the positive perception of the hospital's support for research activities, the existence of shared files for information dissemination, and the presence of knowledge management strategies, albeit with a slightly lower mean.

Securing the first rank, "This hospital supports research," signifies the recognition of the importance of research activities within the hospital's knowledge management culture. Support for research aligns with the idea that fostering a culture of continuous learning and inquiry contributes to the generation of new knowledge and innovative practices within the healthcare setting. The emphasis on supporting research aligns with existing literature on knowledge management in healthcare. Research activities play a crucial role in advancing medical knowledge, improving patient outcomes, and fostering innovation. A hospital's commitment to supporting research contributes to the overall growth and advancement of knowledge within the organization. Salameh et al. (2022) observed differing perspectives on sepsis and its care between emergency physicians and nurses, with emergency physicians having poorer to intermediate levels of sepsis knowledge. The study emphasizes the importance of addressing knowledge gaps and fostering a shared understanding of critical medical conditions.

"Leadership at this hospital has not understood the importance of KM" (reverse coded) (rank 5, mean 2.17), "This cooperation strengthens the knowledge culture of my department" (rank 6, mean 2.17), and "There is no knowledge culture in this hospital" (reverse coded) (rank 7, mean 2.17) secure the lower ranks among knowledge management culture indicators. This suggests mixed perceptions regarding the understanding of knowledge management's importance by leadership, the impact of cooperation on departmental knowledge culture, and the existence of an overall knowledge culture within the hospital.

The lower ranks and mean in these indicators indicate potential areas of concern or ambiguity in the knowledge management culture. Mixed perceptions about leadership understanding, the impact of cooperation on departmental knowledge culture, and the existence of an overall knowledge culture signal the need for further examination and potential interventions to strengthen and clarify the organizational approach to knowledge management. The mixed perceptions regarding leadership understanding and the presence of knowledge culture resonate with literature highlighting the challenges organizations may face in fully embracing knowledge management. Research of Hamdan et al. (2022) emphasizes the importance of strong leadership support and a pervasive knowledge-sharing culture for successful knowledge management implementation. Addressing any identified gaps in these areas is crucial for fostering a more robust and cohesive knowledge management culture within the hospital.

Table 12
Knowledge Management in terms of Barriers

Indicators	Mean	Std.Dev	V.I.	Rank
The hospitals' information system does not facilitate KM.	2.17	1.19	Agree	2
I have no access to useful information for my work.	2.20	1.22	Agree	3
I do not know very well where to find useful information for my work.	2.09	1.11	Agree	1
Composite Mean	2.15	0.99	Agree	

Legend: 1.00-1.79 - Strongly Agree; 1.80-2.59- Agree; 2.60-3.39 - moderately agree; 3.40-4.19 - Disagree ; 4.20-5.00 - Strongly Disagree

The composite mean for knowledge management in terms of barriers is 2.15, with a standard deviation of 0.99, indicating an overall agreement in the perception of barriers to knowledge management. The relatively low standard deviation suggests a consistent viewpoint among respondents. On average, there is a general agreement regarding barriers such as the hospitals' information system not facilitating knowledge management, limited access to useful information for work, and uncertainty about where to find useful information. These perceived barriers highlight challenges in the infrastructure and accessibility of information within the hospital.

"I do not know very well where to find useful information for my work" holds the highest mean (2.09) and secures the top rank among knowledge management barriers indicators. This suggests a prevalent challenge among respondents in terms of knowing where to access information essential for their work within the hospital.

Securing the first rank, "I do not know very well where to find useful information for my work," indicates a perceived difficulty among respondents in locating pertinent information within the hospital's systems. This highlights a potential need for improved information retrieval systems or better communication about available resources to support employees in accessing relevant information for their tasks. Thus, Hospital leaders must possess a robust background in clinical knowledge and skills, as familiarity with the intricacies of the medical field cultivates trust and credibility among healthcare professionals. Transparent and effective communication holds significant importance in a hospital environment. Leaders are required to communicate clearly with a range of stakeholders, including medical staff, administrative teams, and patients, to guarantee mutual understanding and informed collaboration.

The challenge of knowing where to find useful information aligns with existing literature on barriers to knowledge management. Research indicates that difficulties in information retrieval and navigation can hinder effective knowledge utilization within organizations. Enhancing information discovery and accessibility is crucial for overcoming this barrier and promoting a more streamlined knowledge management process (Gunawan et al. 2022). Chan et al. (2019) conducted training programs that resulted in improved knowledge, perspectives on collaborative decision-making, communication abilities, comfort levels, confidence, and experiences in discussing end-of-life concerns. Barriers involve obstacles in professional growth, differing viewpoints on crucial medical conditions, workforce distribution across different types of hospitals, and the necessity for ongoing learning to tackle knowledge impediments. Overcoming these obstacles necessitates strategic measures such as focused educational initiatives, enhanced communication avenues, and the implementation of standardized protocols and guidelines. Baker et al. (2019) identified leading practices in antibiotic stewardship, emphasizing preauthorization, prospective audit and feedback, diagnostic stewardship, and handshake stewardship. The study suggested metrics such as Clostridium difficile rates, adherence to facility-specific standards, and days of therapy for evaluating stewardship efforts.

Table 13

Significant Relationship among Managerial Competencies and Knowledge Management

	R-Value	p-value	Decision	Interpretation
Managerial Competencies and Knowledge Management	0.613**	0.000	Reject Ho	Highly Significant

The correlation coefficient (R-Value) between managerial competencies and knowledge management is 0.613. The associated p-value is 0.000, which is less than the typical significance level of 0.05. The null hypothesis (Ho) is rejected. The strong positive correlation (0.613) and the rejection of the null hypothesis indicate a highly significant relationship between managerial competencies and knowledge management. This implies that as managerial competencies increase, there is a corresponding increase in knowledge management practices, and vice versa. Managers with strong competencies are more likely to implement effective knowledge management strategies within the organization.

The analysis demonstrates highly significant positive relationships among managerial competencies, and knowledge management. These findings underscore the interconnectedness of these factors within the organizational context. There is a strong positive relationship between managerial competencies and knowledge management, highlighting the importance of managerial skills in fostering effective knowledge management strategies. Organizations aiming to enhance knowledge management should consider a holistic approach that addresses managerial competencies

Table 14

Proposed Action Plan for Improvement

Key Result Ares	Objectives	Strategies	Person/s Involved	Desired Outcome
Managerial Competencies				
Planning Skills Preparation of a strategic plan Leading Skills Communicating	To strengthen managerial competencies, specifically in Planning Skills	Strategic Planning Workshops: Conduct specialized workshops on strategic planning, equipping managers with the skills to prepare and implement strategic plans.	Human Resources Department Labour Relations	Managers possess advanced skills in strategic planning, contributing to the development and successful implementation of

organizational goals and Labour relations	(Preparation of a strategic plan) and Leading Skills (Communicating organizational goals and Labour relations)	Communication Training programs tailored for leaders, emphasizing the effective communication of organizational goals. Labour Relations Training: Provide training sessions focused on labour relations, covering conflict resolution, negotiation skills, and fostering positive employee relations.	Specialists Experienced Managers and Executives	comprehensive strategic plans. Leaders effectively communicate organizational goals, fostering a shared vision among staff members. Improved labour relations and employee satisfaction
Knowledge Management				
Leadership Leadership creates channels of communication that help knowledge transfer. Cooperation Cooperation when creating new knowledge reduces the anxiety of responsibility in case of an error	To optimize knowledge management practices within the hospital, focusing on enhancing leadership's role in facilitating knowledge transfer and promoting cooperation in creating new knowledge to reduce anxiety associated with errors.	Leadership Communication Channels: Implement specialized communication channels facilitated by leadership to encourage the seamless transfer of knowledge. Leadership Training on Knowledge Transfer: Conduct training programs for leaders to enhance their skills in facilitating knowledge transfer. Collaborative Knowledge Creation Workshops: Organize workshops and collaborative sessions that encourage cross-functional teams to create new knowledge collectively.	Leadership Team Human Resources Department Cross-functional Teams Information Technology Professional	Improved knowledge transfer facilitated by leadership, resulting in enhanced organizational learning. Increased cooperation among teams in creating new knowledge, leading to innovative solutions and reduced anxiety associated with errors.

4. Conclusions and recommendations

The hospital demonstrates a generally competent level of managerial competencies, with specific strengths identified in setting organizational culture and implementing health quality improvement systems. Knowledge management is perceived positively, but interventions should consider the influence of experience in hospital management on knowledge management practices. The highly significant positive relationships among managerial competencies, and knowledge management underscore the importance of a holistic approach to leadership development and knowledge management strategies within the hospital setting. Action plan were proposed based on the result of the study.

Human Resources and Department Heads, may Implement targeted training programs to enhance specific managerial competencies, focusing on areas identified for improvement. These Develop training initiatives addressing perceived knowledge management barriers, specifically targeting staff responsible for information system utilization and access. Management through Information Technology department may tailor knowledge management strategies to accommodate varying experience levels among hospital managers. Cultivate a culture of continuous learning and innovation by involving the Training and Development department and fostering collaboration with hospital departments that contribute significantly to knowledge creation and dissemination. Human Resources department through each work unit may conduct regular assessments of managerial competencies and knowledge management practices to track progress and identify evolving areas for improvement. Establish feedback mechanisms involving hospital managers and staff, creating an open channel for continuous improvement suggestions. Communications department may improve communication about available resources and information retrieval systems within the hospital to address the identified challenge of knowing where to find useful information. Collaborate with the Information Technology department to enhance information retrieval system interfaces and user guides. Further Researchers may explore in-depth the specific experiences in hospital management influencing knowledge management practices to inform targeted interventions. Investigate the potential impact of other demographic factors or organizational characteristics on managerial competencies, and knowledge management, assigning this task to the Research and Development department in collaboration with Human Resources.

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