Clinical knowledge sharing self-efficacy among healthcare professionals: A commentary

Introduction

Today, knowledge is a source of power and advantage[1] and is a valuable asset for organizations[2] and a unique asset for employees, which brings them positive performance and job security.[3] Knowledge sharing (KS) is a voluntary act[4] in which people share their knowledge, experiences, and skills with others.[5] In fact, KS has an effect on organizational innovation and productivity.[6] KS, especially in the clinical context, is more important due to saving patient's lives, patient's safety, and reducing costs; therefore, "clinical knowledge sharing (CKS)" is a new concept.

CKS is the process of effective sharing of knowledge obtained by healthcare professionals based on experience, new pieces of evidence, research, and evaluation.[7] Considering the effective role of KS in improving the performance of organizations, KS is particularly important in the health context because it significantly increases the quality of care and patient's safety[8]and provides the achievement of an efficient system in hospitals and educational and treatment centers involved in clinical processes to make the best clinical decisions.[9] KS has been evaluated from various individual, group, and organizational aspects,[10] but human resources are considered the most valuable organizational capital; so, the managers should give enough motivation to health workers to actively share knowledge to achieve competitive advantages and the main goals of knowledge management in the organization.[11] According to Albert Bandura's viewpoint, motivation in individuals can be achieved through self-efficacy (SE). SE means that what a person does in a series of behaviors depends on the beliefs that he has about himself about successfully accomplishing such an action.[12,13] In fact, Bandura considered SE as a key factor and influential issue in human activity.[12,14] In his belief, SE is effective on people's motivation to achieve goals.[13] Therefore, it is very important to pay attention to SE for CKS to be more effective.

Description of the view

Considering the role of SE in a person's belief and perception of his abilities and its great effect on his performance[15] and finally its effect on improving organizational performance[16] on the one hand and the effect of KS to achieve organizational goals[17] on the other hand, we intend to point out its important role in the performance of healthcare professionals by conceptualizing "clinical knowledge sharing self-efficacy (CKSSE)." The research studies show the role of SE in KS in other contexts with or without mediating effects, since the beliefs about SE are universal in nature, which means that they exist among all humans and in different conditions,[15] so it can be said that they have the ability to generalize clinical context as well. Concerning the meanings of CKS and SE,[7,12,13] we can provide this meaning for CKSSE: the belief of healthcare professionals in successfully carrying out the processes related to the effective sharing of knowledge in the clinical context based on what they have.

It seems that a set of factors can be effective in CKSSE, especially in the clinical context, some of which are mentioned below.

Health of employees: One of the factors affecting the KS of employees is their health. The better the employees of an organization have physical and mental health, the more interest and motivation they have in KS in the organization and the more dynamic the flow of KS. For example, people with high SE have more motivation and interest in work and work harder than people with low SE.[15] The results of Wang *et al*.'s[17] research showed that increasing the well-being of employees increases their intention to share knowledge. In fact, high SE increases employees' motivation to share their knowledge largely. Therefore, managers, especially in the health system, are advised to pay more attention to strengthening the SE and the health of employees by considering different strategies.

Creative SE and motivation: When employees' internal motivations are high, performing processes related to routine job tasks will be better in them effectively, and their behavior will be less influenced by external factors of the work environment and more influenced by individual factors.[18] Individuals with internal motivation are more inclined to actively share knowledge and will gain more satisfaction in this process.[19] By sharing knowledge, employees with high internal motivation can be driven to creativity in the work and more successful in performing job tasks, and new ways of thinking can be provided for them.[20] In fact, creative SE leads to a person's ability to produce creative output

and can stimulate a person's internal motivation to do creative work.[21]

Benevolent leadership: Benevolent leadership refers to the comprehensive and long-term care of leaders toward the individual well-being of their employees.[22] The effect of KS on individuals is like a "double-edged sword"; on the one hand, by sharing knowledge in the organization, a person reorganizes and integrates his knowledge, and new knowledge is created for him.[6] However, after KS, others dominate the individual's knowledge and the advantage of the individual's knowledge will be lost by diminishing the competitiveness;[23] so, KS leads to the "loss."[24] From this view, the role of managers in creating confidence and providing job security to employees is emphasized. Therefore, managers can focus on creative work and thus strengthen and improve the feeling of creative SE in the individual, so that from this point of view, the voluntary participation of people flows in the organization without any worries.

Creating trust between coworkers: The role of trust between colleagues in the health context has a positive effect on the KS behavior of people, among which the mediating role of psychological safety is clear. The effect of trust between coworkers has an effect on their KS behavior. At the same time, sharing knowledge also creates trust.[25]

Knowledge self-efficacy: Knowledge self-efficacy (KSE) moderates the relationship between individual factors such as trust, reputation, and reciprocity, and consequently, it affects a person's KS behavior. KSE increases the effectiveness of reputation, and this increases the KS behavior. In fact, people who gain fame and credibility through online forums and communities and have higher KSE are more inclined to share knowledge.[26]

At the same time, factors such as individual success and attitude, workplace feedback, and team activities can also contribute to CKSSE, which itself needs other research studies. Therefore, to increase the CKSSE of healthcare professionals, several prerequisites are necessary, some of which are related to individual characteristics and some to the context of the health system.

Conclusion

It seems that to increase the sharing of clinical knowledge and achieve SE in this field, the health system should pay special attention to the SE and its promotion among healthcare professionals. It leads to an increase in trust between clinical staff, their creativity, interest in the job, and more effectiveness of prevention, diagnosis, treatment, and rehabilitation activities and managing resources. Also, effective and benevolent leadership, promoting the clinical knowledge of specialists, and special attention to the physical and mental health of healthcare professionals as SE factors in sharing clinical knowledge provide a suitable platform for increasing trust of healthcare professionals in the managers to bring them job safety to share their knowledge in the health system. The issue of CKSSE can be the source of many research studies, especially in conceptualization, theorizing, modeling, and tool-making for health researchers.

Financial support and sponsorship

This study extracted from Ph.D thesis entitled "Identification and prioritization of factors related to the clinical knowledge sharing of medical specialist working in educational-treatment hospitals affiliated to the Ministry of Health and Medical Education in Iran" with the code of ethics IR.MUI.RESEARCH.REC. 1399.552 is approved by the Vice-Chancellor of Research and Technology of Isfahan University of Medical Sciences.

Conflicts of interest

There are no conflicts of interest.

Elaheh Mazaheri, Hasan Ashrafi-rizi[1], Rahele Samouei[2], Mousa Alavi[3], Roya Kelishadi[4]

Health Information Technology Research Center, Student Research Committee, Isfahan University of Medical Sciences, Isfahan, Iran, [1]Health Information Technology Research Center, School of Management and Medical Information Sciences, Isfahan University of Medical Sciences, Isfahan, Iran, [2]Social Determinants of Health Research Center, Isfahan University of Medical Sciences, Isfahan, Iran, [3]Nursing and Midwifery Care Research Center, Isfahan University of Medical Sciences, Isfahan, Iran, [4]Child Growth and Development Research Center, Research Institute for Primordial Prevention of Non-Communicable Disease, Isfahan University of Medical Sciences, Isfahan, Iran

Address for correspondence:
Prof. Hasan Ashrafi-rizi,
Health Information Technology Research Center, Isfahan University of Medical Sciences, Isfahan, Iran.
E-mail: hassanashrafi@mng.mui.ac.ir

Received: 22-03-2023
Accepted: 26-04-2023
Published: 31-10-2023

References

1. Kim WC, Mauborgne R. Procedural justice, strategic decision making, and the knowledge economy. Strat Manag J 1998;19:323–38.
2. Kazemi M, VahidiMotlagh T, VahidiMotlagh S. A review on effective of effector factors to knowledge share in the Iranian virtual social. Public Manage Res 2014;7:10728.
3. Husted K, Michailova S. Diagnosing and fighting knowledge-sharing hostility. Organ Dyn 2002;31:60–73.
4. Srivastava A, Bartol KM, Locke EA. Empowering leadership in management teams: Effects on knowledge sharing, efficacy and performance. Acad Manag J 2006;49:1239–51.
5. Nguyen TM, Nham TP, Froese FJ, Malik A. Motivation and

knowledge sharing: A meta-analysis of main and moderating effects. J Knowl Manag 2019;23:998–1016.
6. Dong Y, Bartol KM, Zhang Z-X, Li C. Enhancing employee creativity via individual skill development and team knowledge sharing: Influences of dual-focused transformational leadership. J Organ Behav 2017;38:439–58.
7. Wood C. Writing for publication: Sharing your clinical knowledge and skills. Br J Community Nurs 2018;23:20–3.
8. Mura M, Mura M, Lettieri E, Lettieri E, Radaelli G, Radaelli G, *et al*. Behavioural operations in healthcare: A knowledge sharing perspective. Int J Oper Prod Manag 2016;36:1222–46.
9. Mazaheri E, Samouei R, Alavi M, Kelishadi R, Ashrafi-rizi H. Identification of the factors related to the clinical knowledge sharing: A protocol for systematic review. J Educ Health Promot 2022;11:142.
10. Nonaka I, Takeuchi H. The Knowledge-Creating Company: How Japanese Companies Create the Dynamics of Innovation. Oxford: Oxford University Press; 1995.
11. Gagné M, Tian AW, Soo C, Zhang B, Ho KSB, Hosszu K. Different motivations for knowledge sharing and hiding: The role of motivating work design. J Organ Behav 2019;40:783–99.
12. Bandura A. Self-Efficacy: The Exercise of Control. New York, NY: Freeman; 1977.
13. Bandura A. Social cognitive theory: An generic perspective. Annu Rev Psychol 2001;52:1-26.
14. Bandura A. Social Foundations of Thought and Action: A Social Cognitive Theory. Prentice-Hall: Englewood Cliffs; 1986.
15. Keshavarz H, Shabani A, Fahimnia F. Information literacy self-efficacy: Conceptual framework and research field. Acad Libr Info Res 2015;49:1-22.
16. Ashrafi-Rizi H, Najafi NS, Kazempour Z, Taheri B. Research self-efficacy among students of Isfahan University of Medical Sciences. J Educ Health Promot 2015;4:26.
17. Wang W, Kang S-W, Choi SB. Effects of employee well-being and self-efficacy on the relationship between coaching leadership and knowledge sharing intention: A study of UK and US employees. Int J Environ Res Public Health 2021;18:10638.
18. Llopis O, Foss NJ. Understanding the climate-knowledge sharing relation: The moderating roles of intrinsic motivation and job autonomy. Eur Manag J 2016;34:135–44.
19. Kao S-C. Examining the mediating effect of knowledge sharing willingness on the relationships between learning motivation, learning interaction, supportive learning platform, and learning satisfaction. Commerce Manag Q 2012;13:75–98.
20. Shafi M, Lei Z, Song X, Sarker MNI. The effects of transformational leadership on employee creativity: Moderating role of intrinsic motivation. Asia Pac Manag Rev 2020;25:166–76.
21. Tantawy M, Herbert K, McNally JJ, Mengel T, Piperopoulos P, Foord D. Bringing creativity back to entrepreneurship education: Creative self efficacy, creative process engagement, and entrepreneurial intentions. J Bus Ventur Insights 2021;15:e00239. doi: 10.1016/j.jbvi. 2021.e00239.
22. Cheng BS, Chou LF, Wu TY, Huang MP, Farh JL. Paternalistic leadership and subordinate responses: Establishing a leadershipmodel in Chinese organizations. Asian J Soc Psychol 2004;7:89–117.
23. Su X, Jiang X, Xie G, Huang M, Xu A. How does self-sacrificial leadership foster knowledge sharing behavior in employees? Moral ownership, felt obligation and supervisor-subordinate guanxi. Front Psychol 2022;13:910707.
24. Wu W. How ethical leadership promotes knowledge sharing: A social identity approach. Front Psychol 2021;12:727903.
25. Hao Q, Zhang B, Shi Y, Yang Q. How trust in coworkers fosters knowledge sharing in virtual teams? A multilevel moderated mediation model of psychological safety, team virtuality, and self-efficacy. Front Psychol 2022;13:899142.
26. Shehab S, Al-Bsheish M, Meri A, Dauwed M, Aldhmadi BK, Kareem HM, *et al*. Knowledge sharing behaviour among head nurses in online health communities: The moderating role of knowledge self-efficacy. PLoS One 2023;18:e0278721. doi: 10.1371/journal.pone.0278721.

Access this article online

Quick Response Code:

Website: www.jehp.net

DOI: 10.4103/jehp.jehp_405_23

How to cite this article: Mazaheri E, Ashrafi-rizi H, Samouei R, Alavi M, Kelishadi R. Clinical knowledge sharing self-efficacy among healthcare professionals: A commentary. J Edu Health Promot 2023;12:372.