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## Knowledge Management, Internal Marketing, and their effect on Organizational Performance in the Healthcare Sector: A Pilot Study



**Abstract:** - The healthcare industry in the United Arab Emirates (UAE) operates in a dynamic and complex environment, necessitating effective management strategies to ensure optimal organizational performance. In recent years, knowledge management (KM) and internal marketing (IM) have emerged as crucial factors for success in the UAE's healthcare sector. While previous research has explored the influence of KM and IM on organizational performance in various industries, there is a lack of understanding regarding their specific effects within the health sector. Given the distinctive characteristics of healthcare organizations, it is imperative to investigate the relationship between these two concepts and organizational performance in order to enhance outcomes in this important industry. This paper presents a pilot study conducted in the UAE, aiming to assess the potential impact of KM and IM on organizational performance within the health sector. The study aimed to develop a conceptual model, review the survey instrument and analyze findings.

**Keywords:** Health care, Internal marketing, Knowledge management, Organizational performance, Pilot study, UAE.

### I. INTRODUCTION

In order to determine the feasibility of using a questionnaire and the recruitment and data collection processes for the main study on the impact of KM on IM for organizational performance, a pilot study was conducted. An online survey instrument was designed around a KM model that the researchers had not previously used. According to the model, the factors contributing to the research could be organized in an effective manner.

In the past, pilot and feasibility studies were not widely reported or discussed in the research literature, particularly in the field of health. However, there has been a recent increase in attention and debate on pilot and feasibility studies in the health-related literature. It would be valuable to extend this focus to other research areas, including the hospitality sector. To contribute to this research area, the authors of this paper provide an overview of their pilot testing process, the specific feasibility issues they examined, and the modifications made to prepare for their main study on the impact of KM on IM for Organizational Excellence in the healthcare sector of the UAE. The paper begins by presenting background information, including definitions of relevant terms with respect to pilot study. It then discusses the purpose, differences, and similarities of pilot and feasibility studies as described in the existing literature. The definitions and purposes proposed in the health research field are applicable and informative for research as well, thus they are included in the background discussion of this paper.

#### *A. Purpose of a Pilot Study*

The purpose of a pilot study is to increase the likelihood of success for the larger study by testing methods, identifying potential challenges, and making necessary adjustments. It serves as a valuable preparatory phase that helps researchers refine their research plan, enhance the study design, and improve the overall quality and validity of the main study.

Researchers now recognize that pilot studies serve not only to address methodological questions but also fulfill other important purposes. These include evaluating the execution of research methods and assessing the feasibility

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of recruitment, randomization, retention, measurement, and assessment procedures. Pilot studies also play a role in refining new and existing tools, widening or narrowing eligibility criteria for participant recruitment, and implementing new procedures and interventions. For example, a pilot study on teacher efficacy conducted by Chu [1] evaluated the clarity of measurement items in the educational context to ensure their reliability and validity before conducting the formal study. Pilot studies are often conducted to test the feasibility of techniques, methods, questionnaires, and interviews and how they work together in a specific context. They can also uncover ethical and practical issues that may hinder the main study. By undertaking pilot studies, researchers can identify design flaws, improve data collection and analysis plans, gain experience, and train the research team. Additionally, pilot studies help assess the recruitment process and provide crucial insights into participant burden before undertaking the larger study. If participants encounter difficulties in completing survey instruments, researchers may adjust such as modifying item wording, changing the order of questions, or altering the instrument format. The literature strongly supports the undertaking of pilot studies to identify and mitigate risks associated with future study design, sample size, sample selection, data collection, data management, and data analysis.

### *B. Application of Pilot Study to KM and IM*

Although many types of feasibility and pilot studies could be applicable to research on KM and IM for organizational excellence, no framework or typology has been specifically developed for this field. Published frameworks for feasibility and pilot studies are uncommon outside the health arena, where they typically focus on drug trials and specific outcomes. In the context of KM and IM research, there are multiple interrelated factors that influence behaviors and outcomes in organizations, making it a complex and multifaceted domain. However, conducting pilot studies can still greatly enhance the outcomes of the main study, regardless of the field. Therefore, in the next section, we will describe the process and outcomes of a pilot study conducted prior to the main study on the impact of KM on IM for organizational excellence in the healthcare sector of the UAE.

In today's competitive healthcare industry, organizations are increasingly recognizing the importance of knowledge management (KM) and internal marketing (IM) practices in improving employee performance. KM focuses on capturing, organizing, and leveraging knowledge within an organization, while IM involves promoting a supportive and engaging work environment that fosters employee development and satisfaction. This study aims to examine the relationship between KM, IM, and employee performance in healthcare organizations.

## II. LITERATURE REVIEW

### *A. Theoretical Framework*

The theoretical framework for this research is based on Nonaka and Takeuchi's theory on knowledge is known as the SECI model, which stands for Socialization, Externalization, Combination, and Internalization. This model explains the process of knowledge creation and transfer within organizations. According to their theory, knowledge is created and shared through interactions and conversions between tacit and explicit knowledge. Socialization: Socialization refers to the process of sharing tacit knowledge through direct experiences, observation, and interaction between individuals. This occurs through activities such as mentoring, apprenticeships, and group discussions. Tacit knowledge is personal and difficult to articulate, but it can be transferred through socialization.

The SECI model emphasizes the dynamic and interactive nature of knowledge creation and transfer. It highlights the importance of social interaction, externalization, combination, and internalization in the process of transforming individual and collective knowledge. This theory has been influential in the field of knowledge management and has been applied to various contexts, including healthcare, to understand how knowledge is created, shared, and utilized within organizations [2].

### *B. Knowledge Management*

Over the past few decades, knowledge management has gained popularity as an organizational practice that enables companies to operate at an optimal level and meet the needs of stakeholders. In the healthcare industry, which relies heavily on knowledge and expertise to deliver quality care, knowledge management is crucial for continuously improving skills, upgrading knowledge, and impacting patient outcomes. To effectively acquire and utilize knowledge, organizations must integrate their knowledge strategies with internal marketing processes, thereby motivating and engaging employees in the pursuit of organizational objectives and sustained performance.

Knowledge is defined as the insight, skills, understanding, and know-how possessed by an individual and organizational processes and systems. In the era of global competition, knowledge is recognized as the key source of wealth for organizations that facilitate innovation and learning [3]. Odiri [4] asserts that knowledge is a vital resource that enhances intelligent functioning. Being an intangible asset, knowledge is acquired by cognitive processing of complex perspectives, communication, understanding, and relationship as well as reasoning among employees [5]. This employee knowledge can further be enhanced by the organizations through training and development programs.

Knowledge Management (KM) is defined as the way to extract knowledge resources by undertaking the needed tasks and activities [6]. It is also defined as the process to identify and analyze the needed knowledge, and different activities required to create knowledge assets, that are needed for fulfilling the goals of the organization [7]. Creating knowledge is essential for survival, growth, and success of any organization. Knowledge management is further defined by Sokoh and Okolie [8] as the process to discover and create, disseminate and utilize knowledge. Knowledge within any organizational setting takes place at all times. Thus, knowledge management is basically concerned with discovering talent, creating by training and developing, disseminating and utilizing learning and knowledge for enhanced performance. [9] (Nair, Sasikumar, & Ghafar, 2023)

### *C. Internal Marketing*

Internal marketing is a concept closely linked to human resource management, focuses on aligning organizational processes with the needs and expectations of employees. By treating employees as internal customers, internal marketing aims to enhance their satisfaction and commitment, leading to improved customer experiences and organizational success. Internal marketing thus emphasizes the importance of effectively communicating and engaging employees to improve their motivation, satisfaction, and commitment to the organization. To become innovative, businesses must invest in enhancing the intangible asset of organizational talent and human capital [10]. Thus, the organization must be equipped with all resources, as well as motivated towards meeting the needs of the consumers. On the other side, the employees must also be able to develop, grow and possess the feeling of personal fulfillment from their work [11]

In the healthcare industry, where employee performance directly affects the quality of patient care, internal marketing plays a significant role in creating a learning culture, motivating employees, and fostering a positive work environment. Internal marketing in healthcare establishments is defined as the ways and tools developed by the management, like education, training, communication of organizational perspectives, and performance reward mechanisms, to improve the ability and satisfaction level perceived by the medical staff from their work [12]. A study by Rageb and Salem [13] concludes that internal marketing in healthcare leads to higher work engagement among healthcare professionals, which is an important determinant in increasing their satisfaction and enhancing the quality of care outcomes. Internal marketing is known to enhance the performance of employees, leading to improved service quality and an increase in patient satisfaction [14]. Fortenberry and McGoldrick [15] further asserted that implementing internal marketing within the healthcare facility leads to improved patient experience, by affecting a higher satisfaction level, lower turnover, and positive word-of-mouth.

### F. Organisational Performance

The health sector in the United Arab Emirates (UAE) operates in a dynamic and rapidly evolving environment, necessitating effective knowledge management and internal marketing strategies to enhance organizational performance. In recent years, the concepts of knowledge management and internal marketing have emerged as critical elements for success in the UAE's healthcare industry [16].

Despite the increasing recognition of knowledge management and internal marketing in the UAE's healthcare industry, there remains a need to investigate their specific impact on organizational performance. While research has explored the relationship between knowledge management, internal marketing, and organizational performance in various sectors, there is a gap in understanding their specific effects within the UAE's health sector. Given the unique nature of healthcare organizations in the UAE, it is essential to examine the relationship between these two constructs and organizational performance to enhance outcomes in this vital industry.

### III. RESEARCH AIMS

Before designing the research components, the research questions are stated, which are given as under:

- (1) What is the importance of leadership, business strategy, and corporate culture in building knowledge management within healthcare facilities?
- (2) How does knowledge management impact the performance of the healthcare facility?
- (3) How do technology, business process, and culture of sharing are important to internal marketing in healthcare facilities?
- (4) How does internal marketing impact the performance of the healthcare facility?
- (5) What is the relationship between knowledge management and internal marketing in the healthcare facility?

### 5. Conceptual Framework

To answer the above-mentioned research questions, a conceptual model is developed, which is presented in Fig1 as under:

Figure 1. Conceptual Model

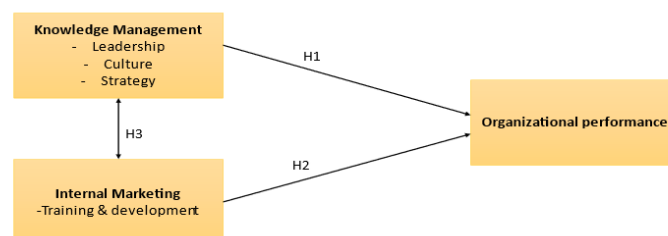


Figure 1 shows the conceptual framework for this study, which defines the following variables:

- Independent Variables: Knowledge Management (sub-variables: leadership, organizational culture, and business strategy) and Internal Marketing (sub-variable- training and development).
- Dependent variable: Organizational Performance

The research hypotheses are further determined as under:

**Knowledge Management and Employee Performance:** Numerous studies have highlighted the positive impact of KM practices on employee performance. Knowledge sharing, learning, and collaboration facilitated by KM initiatives enable employees to access and utilize relevant information and expertise, leading to improved decision-making, innovation, and overall job performance (Elkjaer & Brandi, 2018; Visser, 2019). Therefore, we hypothesize:

H1: Knowledge management positively impacts the organizational performance of the healthcare organizations.

**Internal Marketing and Employee Performance:** Internal marketing focuses on creating a supportive work environment that enhances employee satisfaction, motivation, and engagement. By prioritizing employee needs, providing training and development opportunities, and fostering effective communication, organizations can positively impact employee performance (Baker, 2001; Gill & Johnson, 2002). Therefore, we hypothesize:

H2: Internal Marketing positively impacts the organizational performance of the healthcare organizations.

**The Mediating Role of Employee Learning:** Employee learning plays a crucial role in translating knowledge management and internal marketing efforts into improved performance. Knowledge acquisition, skill development, and continuous learning contribute to employees' ability to adapt to changing circumstances, make informed decisions, and perform tasks efficiently (Easterby-Smith et al., 2002; Myers, 2008). Thus, we propose:

H3: Knowledge management is positively correlated with internal marketing for the healthcare organizations.

This pilot study aims to expand the current understanding of the relationship between knowledge management, internal marketing practices, and employee performance in healthcare organizations. The study focuses on developing a strong research instrument to gather reliable data and validate the results. The findings will offer valuable insights into the factors that impact employee performance, enabling healthcare organizations in the UAE to devise strategies for enhancing knowledge sharing, internal marketing efforts, and employee learning. Ultimately, these strategies can lead to improved performance outcomes.

#### IV. METHODS

In this research, the researchers utilized a survey to collect the data from nurses, doctors, and health practitioners, in which the representative sample is drawn to gauge the perceptions about knowledge management and internal marketing, and their relationship. Moreover, to gain in-depth perceptions about the concepts, as well as to validate the findings of the survey, a one-to-one interview is conducted with two respondents from the administrative staff (healthcare professionals) of the two hospitals.

The research design described, utilizing a combination of surveys and one-to-one interviews, can be considered a good approach for studying the impact of knowledge management and internal marketing practices on employee performance in healthcare organizations. This design allows for a comprehensive exploration of the research topic by capturing both quantitative and qualitative data, thus providing a more robust and nuanced understanding of the phenomenon under investigation.

The use of surveys is a common and effective method for collecting data in research studies, particularly when seeking to measure perceptions and attitudes of participants. Surveys provide a structured approach to gather data from a large number of individuals, allowing researchers to obtain a representative sample and analyze the data statistically. In this case, by surveying nurses, doctors, and health practitioners, the research aims to capture a wide range of perspectives from key stakeholders within healthcare organizations.

The inclusion of one-to-one interviews with two respondents from the administrative staff adds depth to the research design. Interviews provide an opportunity for researchers to gain in-depth insights, explore participants' experiences and perceptions in more detail, and validate the findings obtained through the survey. By conducting interviews with administrative staff members, who are also healthcare professionals, the research gains a more holistic perspective on the impact of knowledge management and internal marketing practices on employee performance.

This research design aligns with the concept of mixed-methods research, which emphasizes the combination of qualitative and quantitative data collection methods to provide a more comprehensive understanding of complex phenomena (Creswell & Plano Clark, 2018). The integration of both surveys and interviews enhances the validity and reliability of the findings, as the strengths of each method complement each other and provide a more well-rounded analysis.

#### *A. Data Collection*

The elements of the data collection are stated as under:

##### *i. Population*

The population for the survey includes doctors, nurses, and health practitioners in two undisclosed hospital settings in the UAE. The total population size is estimated at 501-1,000 individuals in the first hospital and 1,000-3,000 individuals in the second hospital. The organizations and participants have requested that their names and identifying information not be disclosed, as per the conditions set to allow the researcher, to conduct the survey. Respecting their privacy and confidentiality is of utmost importance, and all data collected was treated with the strictest confidentiality in accordance with the agreed-upon conditions. This approach aligns with the ethical requirements and guidelines set by the organizations and ensures the anonymity of the participants throughout the research process.

One of the hospitals has gained a reputation as a leading provider of high-quality healthcare, attracting patients from the Gulf region and around the world. It has become known as a sought-after destination for health tourism, offering affordable and excellent medical services. This hospital has diverse interests, ranging from healthcare and laboratory services to education and infrastructure. It has also formed a successful partnership with Sonnenhof Swiss Health, a renowned healthcare group from Switzerland. Additionally, this hospital has been recognized as one of the top 50 private companies in the UAE by Forbes Middle East.

The second hospital, ranked 29th in Forbes Middle East's "UAE 100" list, has ambitious plans for growth and global expansion. They aim to increase their business size tenfold, strengthen their global presence, and expand their employee count to 25,000 by 2023. This hospital is part of a diversified international business conglomerate based in UAE. They operate across 20 different sectors, including education, healthcare, medical research, diagnostics, retail pharmacy, health communications, retail optics, wellness, nutrition stores, hospitality, real estate, publishing, technology, and medical tourism.

### ii. Sampling technique

The research employed a non-probabilistic convenience sampling technique, where samples that were deemed representative of the population were selected for analysis. Inclusion criteria were applied to determine the eligibility of respondents for the survey:

Inclusion criteria:

- Respondents who were currently working in the selected healthcare facility.
- Respondents who were working as nurses, doctors, or certified health practitioners.
- Respondents who were engaged in full-time practice at the healthcare facility.
- Respondents who had a minimum of one year of experience in the healthcare sector.
- Respondents who knew the meaning of knowledge management in the healthcare sector.
- Respondents who knew the meaning of internal marketing in the healthcare sector.

The research instrument used for the survey was a structured questionnaire consisting of closed-ended questions. Closed-ended questions were used to focus responses on the research questions and ensure efficient data analysis. The questionnaire was divided into four sections: demographic profiling, knowledge management questions measured on a 5-point Likert scale, internal marketing questions measured on a 5-point Likert scale, and organizational performance questions.

The survey instrument was distributed either online or via mail, using the employee directories of the selected hospital facilities to extract the sample frame. The respondents were requested to participate by completing a Google Form attached to the emails.

### iii. Respondent profiling

A total of ten responses were received, comprising three doctors, five nurses, and two laboratory professional (Fig 2). An equal number of male and female respondents completed the questionnaire. The average total work experience of the respondents was 6.4 years, with an average of 4.1 years of experience in the current hospital facility. The distribution of work experience among the respondents was illustrated in Fig 3.

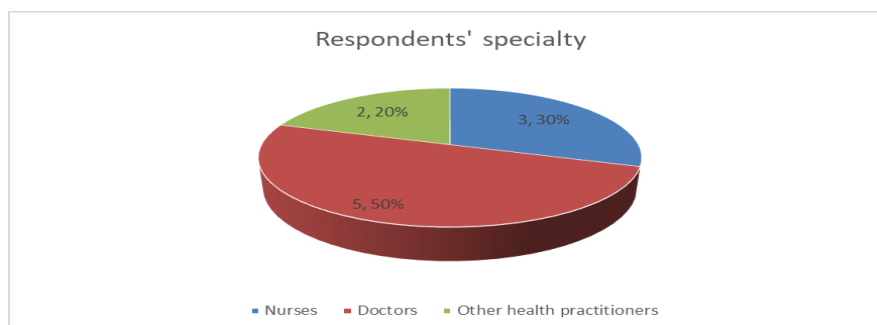


Figure 2. Respondents' work profile

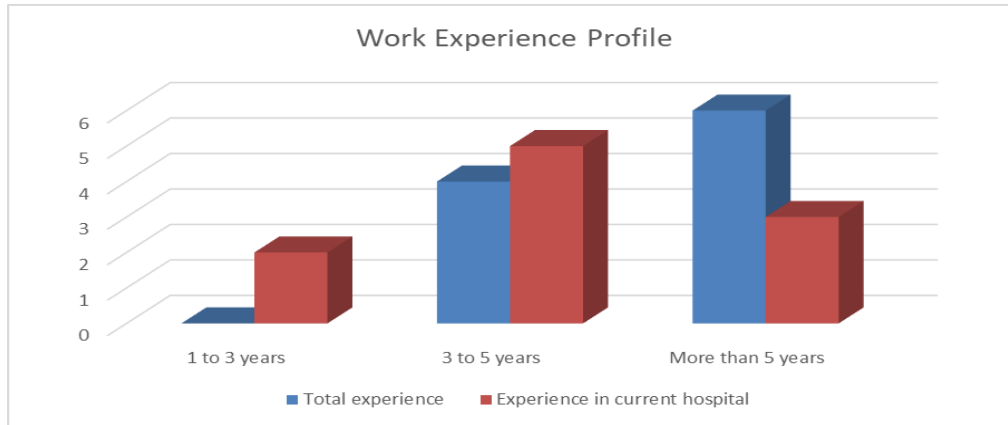


Figure 3. Respondents' work experience profile

Based on the above figures, it can be stated that the respondents meet the inclusion criteria, since they possess the work experience of more than 3 years, and currently employed in the hospital for more than 1 years. Moreover, the job role and profile of the respondents also confirm the inclusion criteria, and thus, can be included for further analysis.

iv. *Research Instrument*

The research instrument used for the surveys is the structured questionnaire such that closed-ended questions are used. The rationale for using closed-ended questions is to limit the responses around the research questions, as well as to ensure that the data is analysed efficiently. The questionnaire is divided into four sections. The first section pertains to demographic profiling, which entails collecting information for finding out if the respondents meet the inclusion criteria. The second section contains questions about knowledge management, which are tested using a Likert scale of 5. The third section pertains to the questions about internal marketing, which are tested on a Likert scale of 5. Finally, the last section contains questions about organizational performance.

The survey instrument is distributed using online or via mail after extracting the sample frame from the employee directories of the selected hospital facilities. A Google Form is created and attached in the mails, while requesting participation from the target respondents.

v. *Reliability testing*

To check whether the data is reliable or not, Cronbach Alpha value is found. For this, the responses for the three sections (B, C, and D) are exported to Microsoft Excel and are converted into numerical format, such that strongly agree is quoted 5 and strongly disagree as 1. Next, using the data analysis function in the data tab, ANOVA two-factor without replication is done. Then, using the given formula, the Cronbach Alpha value is found:

$$Cronbach\ Alpha = 1 - (MS_{error} / MS_{Rows})$$

The overall value for the three sections comes at 0.8583. Since, the value is greater than 0.75, it can be concluded that the data collected is highly reliable.

B. *Analysis of Focus Group discussion & modification of survey questionnaire*

During the group discussion session, 8 out of 10 participants shared their experiences and opinions regarding the filled questionnaires. The discussion lasted for 34 minutes and 17 seconds in a conference room. The researcher



initiated the discussion by asking specific questions related to the survey experience, challenges faced, clarity of questions, and comprehension of their meanings.

Based on the responses collected, it was found that all participants (100%) encountered minimal difficulty while filling the questionnaires. However, some questions were identified as confusing or irrelevant, leading to modifications in the survey. Here is a summary of the modifications made to each question:

- 1) "A supportive culture helps to reduce mistakes by sharing best practices and problems."
- 2) This question was deemed subjective and redundant by most respondents. Therefore, it was removed from the final survey.
- 3) "A supportive culture helps the team to share and discuss ways to prevent a repeat of mistakes."
- 4) Respondents felt that culture alone does not prevent mistakes. The question was modified to focus on enhancing expertise in practice.
- 5) "A culture of trust helps to make better and informed decisions."
- 6) This question was considered irrelevant for medical practitioners, as their decision-making is based on individual patient conditions rather than trust. Thus, it was removed from the survey.
- 7) "This hospital prepares the employees to perform well."
- 8) Respondents found this question confusing and redundant. It was later deleted since it overlapped in meaning with another question regarding training efforts.
- 9) "In this hospital, the employees are properly trained to perform their service roles."
- 10) This question was identified as repetitive and confusing, similar to the previous question. It was deleted to avoid redundancy.
- 11) "This hospital has the flexibility to accommodate the differing needs of employees."
- 12) Respondents found this question vague and related it to the human resource department. To align with the internal marketing sub-variable, it was modified to focus on developmental and career progression needs.
- 13) "KM & IM helps people to learn in the organization and this helps in improving performance."
- 14) The word "this" was considered redundant and void. The question was modified to emphasize how KM & IM practices aid learning and improve performance.
- 15) "The use of KM & IM practices helps employees to share best practices, thereby reducing the learning curve."
- 16) This question caused significant confusion and debate among participants. It was later realized to be a researcher error and modified to highlight how KM & IM practices enhance the learning curve.
- 17) "New employees use training and knowledge bank and portal to learn quickly, thereby improving productivity."

18) Respondents found this question similar to the following question regarding hospital productivity. To avoid ambiguity, the question was modified to specify the improvement in employees' productivity.

19) "Knowledge sharing and IM practices help to work more efficiently, thereby improving performance."

20) Similar to the previous question, participants sought clarity on whose performance was being referred to. The question was modified to focus on employee performance. In summary, the group discussion led to the identification of confusing, redundant, and irrelevant questions in the survey. The modifications made aimed to address these issues and improve the clarity and relevance of the survey instrument.

## V. TRIANGULATION

Triangulation is a research technique used to enhance the credibility and validity of study findings by combining multiple data sources or methods. In this pilot study, the researcher employed triangulation to gain a comprehensive understanding of the respondents' perceptions regarding knowledge management, internal marketing, and employee performance in healthcare organizations. The following triangulation strategies were employed:

(1) **Survey Questionnaire:** The initial data collection method involved administering a structured questionnaire to the participants. The questionnaire contained Likert-scale items to assess respondents' perceptions of knowledge management practices, internal marketing initiatives, and their impact on employee performance. This quantitative data provided valuable insights into the overall trends and patterns among the respondents.

(2) **Focus Group Discussion:** To further explore and validate the findings from the survey questionnaire, a focus group discussion was conducted among a subset of the participants. The researcher facilitated the discussion by asking open-ended questions about the participants' experiences in filling the survey, challenges faced, and their interpretations of specific questionnaire items. The qualitative data obtained through the focus group discussion allowed for deeper exploration and clarification of the participants' viewpoints.

(3) **Themes Identification:** Following the survey questionnaire and focus group discussion, the researcher employed thematic analysis to identify recurring themes and patterns across the data sources. By analyzing and comparing the responses from both the questionnaire and focus group, the researcher could identify commonalities, discrepancies, and additional insights that contributed to a more comprehensive understanding of the research topic. This process of triangulating themes allowed for a robust analysis and interpretation of the data.

By incorporating both quantitative and qualitative data sources and employing thematic analysis, the researcher ensured a rigorous approach to data analysis and interpretation. Triangulation enhanced the validity and reliability of the study findings, as it allowed for cross-validation of results from multiple perspectives and data sources.

## VI. RESULTS

The pilot study revealed the significance of effective leadership and a supportive organizational culture in promoting knowledge management and internal marketing within healthcare facilities. Themes related to the role of leadership in fostering knowledge-sharing practices and cultivating a culture of collaboration and innovation have emerged. The study shed light on the positive influence of knowledge management practices on the overall performance of healthcare facilities. Themes emerged around how effective knowledge management contributes to improved patient outcomes, enhanced efficiency, and increased competitive advantage. This study also highlighted the importance of internal marketing strategies in healthcare organizations. Themes related to the role of technology, business processes, and a culture of sharing in facilitating effective internal marketing and improving employee engagement and satisfaction might have emerged. It thus explored the interplay between knowledge management and internal marketing within healthcare facilities. Themes emerged around how these two concepts

are interconnected and mutually reinforcing, and how they collectively contribute to organizational performance and employee satisfaction.

## VII. DISCUSSIONS

The pilot study allowed for the testing and refinement of the research methods and procedures, ensuring that the questionnaire items were clear, relevant, and aligned with the research objectives. Through the analysis of the survey responses and the insights obtained from the focus group discussion, the research instrument demonstrated its ability to capture valuable data and provide meaningful insights into the research questions and objectives.

Furthermore, it helped identify and address potential issues, challenges, and limitations in the research design. The modifications made to the questionnaire based on the participants' feedback during the focus group discussion improved the clarity and relevance of the instrument, enhancing its effectiveness for future research.

The reliability testing of the data collected through the survey questionnaire, as indicated by the Cronbach's alpha value, demonstrated high reliability, further affirming the robustness of the research instrument.

Based on the findings and the successful implementation of the pilot study, it can be concluded that the research instrument, consisting of the structured questionnaire, is suitable for conducting an in-depth research investigation on the relationship between knowledge management, internal marketing, and organizational performance in healthcare facilities. The insights gained from this pilot study provide confidence in the instrument's ability to collect valuable data and generate meaningful results for a larger-scale study in the future.

The pilot study employed a mixed-methods approach by incorporating both the structured questionnaire and focus group discussions. This allowed for a more comprehensive understanding of the research topic and provided valuable qualitative insights to complement the quantitative data.

However, it is important to note that the focus group discussions were conducted with a subset of the participants and may not fully represent the perspectives of the entire sample. The findings from the focus group discussions should be interpreted with caution and may not capture the full range of views and experiences within the larger population.

Additionally, the focus group discussions were conducted once, and the duration of the discussions was limited. This may have restricted the depth and breadth of the qualitative data collected. Conducting multiple focus group discussions or incorporating other qualitative methods, such as individual interviews or observations, could have further enriched the qualitative data and provided a more nuanced understanding of the research topic.

Therefore, while the pilot study did include focus group discussions as an additional data collection method, the limitations associated with the focus group discussions, such as the sample size and limited duration, should be considered when interpreting the qualitative insights obtained. Future research can build upon these findings by conducting more extensive qualitative data collection to capture a wider range of perspectives and experiences.

## VIII. CONCLUSION

Taking into consideration the research findings, it can be concluded that the research instrument used in this pilot study was robust and suitable for conducting an in-depth research investigation. The survey questionnaire, which employed a structured format with closed-ended questions, proved to be effective in collecting data from the respondents regarding their perceptions of knowledge management, internal marketing, and organizational performance in healthcare facilities.

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