

## Chapter 20

# Infrastructures of Knowledge Sharing Countrywide

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### ABSTRACT

*Knowledge sharing has become a strategic source of gaining and preserving competitive advantage and collaboration between different organizations. Therefore, providing platforms and infrastructure is essential in this process. The method of this chapter is mixed and applied research (first, the author uses literature review and Delphi method, and after that, she does a survey) that was conducted in 2013. The study population was the faculty members of medical universities and research centers in Iran. According to the statistical results, around 17 percent of professors considered the organizational structure as acceptable. There was also a sharing of knowledge and experience of faculties in the 4.82 percent somewhat faculty teaching and research within their organization more than other organizations. From the view of faculties, conferences and forums, with an average rank of 4.93, and personnel exchanges, with the average 4.24, are the most effective ways of sharing. The outcomes of the application will provide an empirical basis for planning and implementing knowledge sharing mechanisms.*

### INTRODUCTION

Today, it seems that many countries have recognized the importance and role of higher education in knowledge production and transferring it to the research society as a section of general process of knowledge management and thus have provided the grounds to align the academic research to the research centers' priorities (Hasanzadeh & Mohammad Khani, 2010). In other words, the survival of education and research is interdependent. Research, needs scientific supplication

of the universities for its achievement and the universities need research to realize the theories. The faculty members and the employees of these centers are main capitals for knowledge sharing. Cooperation and participation of human resources need sharing the effective knowledge in and out of the organization and management of the activities and as stated by Kim and Ju (2008), if the necessary conditions, infrastructures and the grounds are provided for faculty members, they can share their knowledge and thus help the organization succeed. In other words, this critical knowledge

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flows when the infrastructures, grounds, and channels of knowledge sharing are regarded by the organizations.

One of the best methods of improving the knowledge sharing is the recognition of current conditions and moving towards the favorable conditions, therefore studying the current circumstances and the points that need promotion are feasible through using the most important technical factors effective on knowledge sharing and continuous assessment of universities and research centers. Therefore, the present research is aimed at studying the technical and infrastructural factors effective on knowledge sharing process among the faculty members of universities and the research centers all over the country while identifying the most effective grounds, methods and channels of knowledge sharing.

## **BACKGROUND**

The tendency of countries to admit globalization along with development of information and communication technology, have developed powerful tools to create global networks of education and research (Abel et al., 2007). Activities of the universities in modern days have affected the sole mission of knowledge production and have turned universities into problem-solving service institutes for local, national and global problems. This significant issue duplicates the responsibility of universities on qualitative and quantitative promotion of knowledge sharing. The research and education organizations that utilize the knowledge sharing concepts manage and reinforce their human and organizational capitals through sharing the effective and useful knowledge and promote their knowledge-based capabilities (Hsu, 2008). Knowledge sharing involves a set of common understandings that are created through accessing the organizational information and leads to

utilization of knowledge-based networks inside the organization (Hogel, Parboteeah, & Munson, 2003). Several factors are considered in the research conducted to study the factors effective on knowledge sharing. These factors are generally divided in two groups including individual and organizational. On the other hand, the applied studies demonstrate that human and organizational factors and a large number of modern technologies are related to the knowledge sharing process (Huang, Luther, & Tayles, 2007).

Alvani, ZareiMatin and Pashazadeh (2009) identified effective factors in knowledge sharing in their research. One of the factors they identified was technology that involved existence of capabilities of information technology and the amount of utilization of each one of the related tools. The ultimate result after studying elites' views resulted in identification of the most important factors on information technology arena. Sohrabi et al. (2011) conducted a research titled as "offering a comprehensive model for assessment of knowledge sharing in the state-project organizations on the basis of human, organizational and technical factors". Application of information technology, accessibility and facilitation of utilization were selected as the subject locutions from among the technical factors. Regarding the obtained statistical results, all the three individual, organizational and technical factors were effective on knowledge sharing.

KhatamianFar (2007) in his thesis, studies the condition of knowledge sharing, its infrastructures, grounds and knowledge sharing methods in Astane Qodse Razavi. The research findings demonstrated that the general infrastructural condition of knowledge sharing is rather suitable in the related organization. ShamiZanjani (2010) studied the infrastructures of knowledge sharing in the State Tax General Plan and offered a knowledge sharing model on the specifications of the plan. All the interviewees in the research recognized leadership

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