**An analysis of the factors relating to the knowledge sharing of the faculty members of engineering and humanities faculties of university of Tehran**

Saadi .M 1, Rostami .S 2

 1. M.A in Educational Management, University of Tehran, Iran.

 2. M.A in Educational Management, University of Tehran, Iran.

m.saadi65@gmail.com , rostami.sasan@gmail.com

**Abstract:** The aim of the present study is to explore the factors relating to the knowledge sharing of faculty members of engineering and humanities faculties of university of Tehran. The research uses survey methods and is descriptive in nature. The faculty members of the engineering and humanities faculties constitute the population of the study whose count was determined for each of the faculties and in general 100 faculty members were chosen from the engineering faculty and 99 faculty members were chosen from the humanities faculty. To gather the data, the researcher identified some factors based on the theoretical background (literature) and devised a questionnaire with 31 questions on personal, organizational and technological factors relating to knowledge sharing in university teachers. To analyze the gathered data descriptive statistics values such as frequency, percentage and average, and inferential statistics measures such as T-test are utilized. The results reveal that trust factor (4.08) and interpersonal relationships factor (5.53) from the personal factors, as well as compensation factor (2.83) from the organizational factors of knowledge sharing among faculty members of engineering faculty are higher than those values in humanities faculty, and culture factor (-4.76) and leadership factor (-2/20) from the organizational factors of the faculty members of faculty of humanities were more than those of the faculty members of the faculty of engineering. This study also shows that there is no significant difference in the structure factor (-0.835) from the organizational factors and information technology factor (0.934) among the faculty members of the two faculties.

**[**Saadi .M, Rostami .S.**An analysis of the factors relating to the knowledge sharing of the faculty members of engineering and humanities faculties of university of Tehran.** *N Y Sci J* 2013;6(3):1-8]. (ISSN: 1554-0200). <http://www.sciencepub.net/newyork>. 1

**Keywords:** knowledge sharing – organizational factors – personal factors – information technology factors – faculty of engineering and humanities of university of Tehran.

**1. Introduction**

 Today, it has been more considered potential importance of knowledge as a key source of producing permanent income and competitive advantage in knowledge – oriented economy (Grant 1996, Bresnen 2003,Renzel2008).Because it’s unique and non-replaceable and imitable hardly(Ambrosini, 2001). Also , Pritve and Ruila (2004) believe that there isn’t any doubt concerning knowledge value and learning in improving worthiness’s and organizational function in full of challenge environment of global today’s competitions. Papuz (1994) (Chang, 2008) believes that mainly knowledge management follows making, contributing and using knowledge in order to achieve organizational learning. A note worthy characteristic to this strategic source (knowledge) is increasing its value by contributing and sharing. ( Grich and others, 2007, Eype,2003) (Renzel, 2008) Believes that people can achieve results beyond their individual results by contributing knowledge. Knowledge sharing has been important to extent that many people have accepted that achievement of knowledge management depends on knowledge sharing .Also; some people believe that knowledge sharing is the most important part of knowledge management. In fact, an instrument that is contributed knowledge by that and factors that contribution contributing and transferring knowledge, are knowledge management basics (Renzel, 2008). With respect to investigations made , researchers that have made investigations about contributing knowledge, have introduced each one of aspectual factors related to knowledge sharing .Generally some of them have introduced only organizational factors and individual factors in general form (Alizadeh 2009, Connelly 2003, Khatmyan & Parirokh 2009) , some of other people have considered mental factors (Abbasi, 2010). Some of other people have referred to three factors of organizational and individual and technology in their investigation (Hang 2007,Lin 2007, Miroslav 2007,fischer 2001,Huang 1998,Kaplan 1992,Sohrabi 2010), also researchers have referred to only tiny components of organizational factors of knowledge sharing some of other people have combined number of tiny components of individual and organizational factors altogether (Mortazavi 2008,Shami 2009, Wang 2010, Gold 2001,Lee 2003,Park 2006).

Generally universities and high education institutes are content places for producing knowledge .However, some time ago these universities and high educations that they search for systematic processes for improving quality of their main functions universities and high education institutes require growth and development and investment of their manpower to account external and internal challenges and encounter ultra reaction in facing them. In this case ,universities and high education institutes have to create learning environment for their staff until there by they promote creatively learning and ability of solving problem item .On the other hand , universities require people with high professional expertise that they have shared their knowledge and experience with other colleagues to provide learning fields and knowledge enrichment that it’s done by sharing and knowledge sharing among faculty as expert powers at universities .Regarding that there isn’t any comprehensiveness between investigations made for factors of knowledge sharing researchers have ever considered this issue each one form a view ,a researcher purpose in this investigation is that he considers effective factors on knowledge sharing among faculty of engineering Campus and humanities Campus of Tehran university with more comprehensiveness that includes organizational factors ,individual factors, technology factors .In this investigation about organization factors ,the cases :culture, structure, Leadership ,Compensation are considered .The cases Trust, Interpersonal relationships, are considered for individual factors. Information technology and technological instruments are considered for technology factors.

**2. Research Questions**

1. How is comparison of individual factors condition of in engineering Campus and humanities Campus of Tehran university form faculty point of view?
2. How is comparison of organizational factors condition of knowledge sharing in engineering Campus and humanities Campus of Tehran university form faculty point of view?
3. How is comparison of technology factors condition of knowledge sharing in engineering Campus and humanities Campus of Tehran university form faculty point of view?

**3. Definition of knowledge sharing its place**

Many people believe that effective knowledge contribution is one of the most important ways of employing key worthiness’s and obtaining competitive advantage (Huang, 1998). Lee (2001) believes that knowledge sharing activities including knowledge distribution and transfer( explicit and implicit ) from a person, group or an organization to others (Kaplan,1992).Sang (2001) has showed that organizations can improve efficiency, decrease educational costs and make committee risk of non Trusting the organization by contributing suitable knowledge(Sohrabi2010). Bartol and Kelovi (2003) also indicate that knowledge sharing a set of behaviors that include information exchange and helping each other (Renzel,2008).Since each one of organizational ,individual factors and information technology related to knowledge sharing have tiny components, the researcher has recognized tiny components related to knowledge sharing with respect to investigations made and their frequency has been denied in the following table .

Table 1. Tiny factors knowledge sharing of experts and researchers

|  |  |  |
| --- | --- | --- |
| **Experts and Researchers** | **Factors** | **Organizational factors** |
| Ramezani 2004, Kim and Lee 20004,Nemati 2004, Morad zadwh 2006, Naqvi and bahrolom 2008, Alizadeh 2009, Cheng Ming Yu 2005, Mortazavi 2008, Gould and others 2001, Lee and Choi 2003, Davenport and others 1998, Jang Ye and others 2006, Alavi and Lydnr 2001, Parirokh 2009,Shami 1388,Wang and noo 2007, park 2006. | **Culture** |
| O’Dell and Garrison 1998, Nonaka and Takvchy 1995, Ergot and Aypl1999, Valzak 2005, Mortazavi 1387, Gould and others 2001, Lee and Choi 2003, McCain 1999, Shami 2009, Wang and noo 2010, Park 2006. | **Structure** |
| Ming Yu 1995, McNeill 2003, Young 2007, Khatmyan and Parirokh 2009,Shami 2009. | **Leadership** |
| Salvpk 2000, Lee and on 2006, Davenport and others1998, Alavi and Lydnr 2001, Park 2006, Choi and others 2008, Bok 2005, Abbasi 2010, Wang and noo 2010, Khatmyan and Parirokh 2009. | **Compensation** |
| Rahnemod and sadr 2009, Renzel 2008, Alizadeh 2009, Mortazavi 2008. | **Trust** | **Personal factors** |
| Baryng and Klvvy 2000, Gynk1999, Ma and Kim2005, Alizadeh, 2009, Parirokh and Khatmyan 2009. | **Interpersonal relationships** |
| Davenport 1999, Kim and Lee 2004, Lin 2007, Nemati1383, Morad zadeh 2006,Rahnavard and Khavndkar 2006, Gould and others 2001, Lee and Choi 2003, Abbasi 2010, Sohrabi 2010,Shami 2009, Han et al 2007, Fischer 2004, Kaplan and Norton 1999, Park 2006. | **Information technology** | **Information technology** |

So, in this investigation action about organizational factors, the cases: culture, structure, Leadership and Compensation system are considered .The cases: Trust and Interpersonal relationships are considered for individual factors. Information technology and technological instrument are considered for technology factors.

**Faculty characteristics and knowledge sharing in educational environments**

Faculty in educational institutes are one of most important fields that present and provide knowledge and using it in the society and at university .In this reason commuting them with each other ,information exchange in the fields related ,participation and sympathy in activities and researches can play an important role in promoting social knowledge and rising educational quality in education of regular and disciplinary conceptions in an organization that in total ,these conceptions and regulations have caused of creation a series of relations in campus. For example, it can be defined three types of relations between faculty that are formed teaching methods of faculty members and their communication with colleagues and students:

1. Occupational and professional relationship between faculty a university (and) or other universities related.
2. Formal relationship between faculty and their colleagues.
3. Official and regular relationship, with other staff in the campus Through these relationship

Only occupational and professional relationship can be played a role in transferring knowledge and it is changes between faculty members (Kim and Jou, 2008).So, need of notice and strengthening this relationship between faculty members at universities is felt more.

**4. Research Methodology**

Based on research aim, this investigation is a type of fundamental and descriptive research is a type of survey in terms of collecting data. Information collection method has been in the form of library and questionnaire in this investigation .The questionnaire verified by knowledge sharing has been provided with respect to collected research background and for assess of individual and organizational factors and informational technology among faculty members.

**5. Community, Sample and Sampling Method**

Community is considered by faculty of engineering Campus and humanities s Campus that their number is determinate by separation of colleges and generally are 299, 291 respectively .Faculty number of engineering Campus colleges are 299 person that number of sample persons form engineering Campus colleges are over 100 person based on calculation estimated .And regarding that faculty number in humanities s are 99 persons. Sampling method in this investigation, sampling method of class or relative in proportion to volume .So number of sample persons has been estimated by separation of each college in the following table.

**6. Data Collection Tools**

Questionnaire of this investigation includes two part .In the first part, Sociological information of faculty has been noted and the second part of the questionnaire is knowledge sharing that this questionnaire has verified that it includes individual and organizational factors and information technology that each one of these factor includes tiny components that ultimately determine condition of knowledge sharing among faculty .This questionnaire includes 5 question in the first part and it includes 31 question in the second part. The following table shows questions of each factor.

Table 2. Questionnaire of contributing knowledge

|  |  |  |  |
| --- | --- | --- | --- |
| knowledge sharing | Organizational factors | Personal factors | Information technology |
| factors | Structure( 1- 2-3)Culture( 4-5-6-7) leadership ( 8-9-10-11-12)Compensation ( 13-14-15-16-17) | Trust( 18-19-20-21-22-23) Interpersonal relationships(24-25-26) | Information technology(27-28-29-30-31) |

**7. Data Analysis**

T calculated in the meaningful level had been %5 bigger that critical table value .For considering main question of investigation ,each of variables of individual factors ( Trust and relationships between individual) ,organizational factors (structure ,culture ,leadership ,Compensation) and technology factors are compared with each other in two Campus of engineering and humanities s to be determined whether a meaningful difference is among these variables in two above community or no.

* 1. **Condition comparison of individual factors of knowledge sharing in engineering and humanities s Campus from faculty point of view**

Based on Levine test ,Since reliability rate obtained from this test has been more than %5 , we use equality method of engineering and humanities s Campus .Analysis made on the base of test of T mono sample express that there isn’t meaning difference between individual factors in engineering and humanities s Campus with value T (-1/35).( Table 3)

Table 3. Comparison of average responsible persons views in individual factors T-test.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Trust level | Meaningful rate of T-test | t | Reliability rate of Leven test | variable |
| max | min | 0/179 | 1/35- | 0/053 | Individual factors |
| 0/045- | 0/24- |

* + 1. **Comparison of condition from individual factors in engineering and humanities s Campus**

Based Levine test ,since Reliability rate obtained from this test has been more than %5,we use equality method of variance in Comparison test of average two community of engineering and humanities s Campus .Analysis made on the base of T-test express that there is a meaningful difference between Trust variable from individual factors in engineering and humanities s Campus .Since T obtained is positive (4/08) ,it shows that Trust in (the first community) of engineering Campus is more than (the second community) of humanities s Campus.(table 4)

Table 4. Comparison of average responsible views in Trust variable from Individual factors T-test.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Trust level | Meaningful rate of T-test | t | Reliability rate of Leven test | variable |
| max | min | 0/000 | 4/08 | 0/678 | confidence |
| 0/627 | 0/218 |

**7.1.2 Comparison of Interpersonal relationships from individual factors in engineering and humanities Campus**

Based Levine test ,since Reliability rate obtained from this test has been more than %5,we use equality method of variance in Comparison test of average two community of engineering and humanities s Campus .Analysis made on the base of T-test express that there is a meaningful difference between of Interpersonal relationships variable from individual factors in engineering and humanities s Campus .Since T obtained is positive (5/53) ,it shows that of Interpersonal relationships in (the first community) of engineering Campus is more than (the second community) of humanities s Campus.(table 5)

Table 5. Comparison of average responsible views in Interpersonal relationships variable from individual factors T-test.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Trust level | Meaningful rate of T-test | t | Reliability rate of Leven test | variable |
| max | min | 0/000 | 5/53 | 0/996 | Interpersonal relationships |
| 0/833 | 0/395 |

* 1. **Condition comparison of organizational factors of knowledge sharing in engineering and humanities s Campus from faculty point of view**

Based on Levine test ,Since reliability rate obtained from this test has been under than %5 , we use Inequality method of engineering and humanities s Campus .Analysis made on the base of test of T mono sample express that there is meaning difference between organizational factors in engineering and humanities s Campus with value T (-2/14).( Table 6)

Table 6. Comparison of average responsible persons views in organizational factors T-test.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Trust level | Meaningful rate of T-test | t | Reliability rate of Leven test | variable |
| max | min | 0/034 | 2/14- | 0/070 | organizational factors |
| 0/14- | -0/38 |

**7.2.1 Comparison of Structure from organization factors in engineering and humanities s Campus**

Based Levine test, since Reliability rate obtained from this test has been more than %5,we use equality method of variance in Comparison test of average two community of engineering and humanities s Campus. Analysis based on a single sample t-test, indicates that the variable structure of the organizational, engineering and humanities s campus with the t (-./835) difference does not exist. (Table 7)

Table 7. Comparison of average responsible views in Structure variable from organization factors T-test.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Trust level | Meaningful rate of T-test | t | Reliability rate of Leven test | variable |
| max | min | 0/405 | 0/835- | 0/144 | Structure |
| 0/102 | -0/253 |

 **7.2.2 Comparison of Culture from organization factors in engineering and humanities s Campus**

Based Levine test ,since Reliability rate obtained from this test has been more than %5,we use equality method of variance in Comparison test of average two community of engineering and humanities s Campus .Analysis made on the base of T-test express that there is a meaningful difference between Culture variable from organization factors in engineering and humanities s Campus .Since T obtained is negative (-4/76 ) ,it shows that Culture in (the second community) of humanities s Campus is more than (the second community) of engineering Campus.(table 8)

Table 8. Comparison of average responsible views in Culture variable from Organization factors T-test.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Trust level | Meaningful rate of T-test | t | Reliability rate of Leven test | variable |
| max | min | 000/0 |  76/-4 | 305/0 | Culture |
| 283/-0 | 686/0- |

**7.2.3 Comparison of Leadership from organization factors in engineering and humanities s Campus**

Based Levine test ,since Reliability rate obtained from this test has been more than %5,we use equality method of variance in Comparison test of average two community of engineering and humanities s Campus .Analysis made on the base of T-test express that there is a meaningful difference between Leadership variable from organization factors in engineering and humanities s Campus .Since T obtained is Negative (-2/20 ) ,it shows that Leadership in (the second community) of humanities s Campus is more than (the second community) of engineering Campus.(table 9)

Table 9. Comparison of average responsible views in Leadership variable from organization factors T-test.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Trust level | Meaningful rate of T-test | t | Reliability rate of Leven test | variable |
| max | min | 029/0 |  20/-2 | 270/0 | Leadership |
| 023/-0 | 418/0- |

* + 1. **Comparison of Compensation from organization factors in engineering and humanities s Campus**

Based Levine test, since Reliability rate obtained from this test has been under %5,we use Inequality method of variance in Comparison test of average two community of engineering and humanities s Campus. Analysis made on the base of T-test express that there is a meaningful difference between Trust variable from Compensation factor in engineering and humanities s Campus .Since T obtained is positive (2/83) ,it shows that Trust in (the first community) of engineering Campus is more than (the second community) of humanities s Campus.(table 10).

Table 10. Comparison of average responsible views in Compensation variable from Organization factors T-test.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Trust level | Meaningful rate of T-test | t | Reliability rate of Leven test | variable |
| max | min | 005/0 |  83/2 | 007/0 | Compensation |
| 496/0 | 088/0 |

* 1. **Condition comparison of Information technology factors of knowledge sharing in engineering and humanities s Campus from faculty point of view**

Based on Levine test, Since reliability rate obtained from this test has been more than %5 , we use equality method of engineering and humanities s Campus .Analysis made on the base of test of T mono sample express that there isn’t meaning difference between Information technology factors in engineering and humanities s Campus with value T( 0/934).( Table 11)

Table 11. Comparison of average responsibility persons views in Information technology factors T-test.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Trust level | Meaningful rate of T-test | t | Reliability rate of Leven test | variable |
| max | min | 0/352 | 0/934 | 599/0 | Information technology |
| 0/302 |  -0/108 |

**8. Conclusion**

There isn’t any doubt concerning knowledge value and learning in improving worthiness’s and organizational function today .Mainly knowledge management follows making, contributing and using knowledge in order to achieve organizational learning .A note worthy characteristic to this strategic source (knowledge) is increasing its value by contributing and sharing. People can achieve results beyond their individual results by contributing knowledge. Contributing knowledge has been important to extent that many people have accepted that achievement of knowledge management depends on contributing knowledge. In fact an instrument (tool) that is contributed by that and factors that contributing and transferring knowledge are knowledge management basics. Generally universities and high education institutes are counted places for producing knowledge , however sometime ago these universities and high education institutes have been no considered as learner organizations and organizations that they search for systematic process for improving quality of their main functions .Universities and high education institutes require growth and development and investment of their man power to account external and internal challenges and encounter ultra reaction them .In this case universities and high education institutes have to create learning environment for their staff until thereby they promote creatively learning and ability of solving problem in them. On the other hand, universities require people with high professional expertise that they have shared their knowledge and experience with other their colleagues to provide learning fields and knowledge enrichment that this is done by sharing and knowledge sharing among faculty as expert powers at universities. So, Factors related to knowledge sharing has been determined based on theoretical bases in has investigation and these factor that include individual ,organizational factors and information technology , have been consider in engineering and humanities s Campus of Tehran university from faculty point of view that it was determined based on findings of this investigation that Trust component and relationships among individual from individual factors and Compensation component from organizational factors in engineering Campus has been more than humanities s and culture and Leadership component form organizational factors in humanities s has been more than engineering Campus and structure component form organizational factors and information technology factor have been different between engineering and humanities s Campus.

**Resources**

1. Abbasi, Rasoul. (2010). Analysis of influencing factors of knowledge sharing behavior using a model of planned behavior in the Agriculture Bank employees. Master's thesis. Asfehan universities.
2. Alavi,M.,Leidner,D.(1999).Knowledge management Systems: Emerging Viiews and Practices from the Field.*In Proceeding of the 32 Hawaii International IEEE Conference on System Sciences*.
3. Alizadeh, N. (2009). Of faculty attitudes about knowledge sharing. Master's thesis. University Tarbiat Modares.
4. Ambrosini, V., & Bowman , C .(2001).Tacit Knowledge: Some Suggestions for Operationalization. Jouranal of Management systems : emerging views and practices from the field. *In proceedings of the 32 Hawaii International IEEE Conference on system Sciences*.
5. Argote, L., and D. Epple(1999) . *Learning Curves In Manufacturing*. Science,247(23):920-924 .
6. Bock, G.W., & Kim , Y.G.,2002.Breaking the myths of reward:an exploratory study of attitudes about Knowledge sharing.*Information Resource Management Journal*,vol25.No 2.pp 14-21.
7. Bresnen,M.,Edelman,L.,Newell,S., Scarbrough, H., & Swan,J. (2003).Social Practices and the management of Knowledge in project environments,International *Journal of Project Management*, Vol.21.No.157-166.
8. Chang,s.c.,& Lee, M.S.(2008). The Linkage Between Knowledge Accumulation Capability and Organizational Lnnovation.*Journal of Knowledge Management*,Vol.12.No.1,pp3-20
9. Chow, W.S., and Chan, L.S. (2008). Sociol Network, Sociol Trust and Shared Gods in Organizational Knowledge Sharing.*Journal of Information and Management*,45,458-465.
10. Connelly, Catherine A , (2003). *Predictors of knowledge sharing inorganizations.* Queen's university, Kingston, Ontario, Canada ,K7L3N6.
11. Davenport,T.H.,De Long , D.W.,& Beers, M.C.(1998).Successful Knowledge management Projects. *Solan Management Reviw* ,Vol.39.No .2,pp.43-58.
12. Fischer,M.(2001).Innovation,Knowledge creation and systems of innovation.*The Annals of Regional science* No,(35)2PP 199-216.
13. Gold,A.H.,Malhotra,A.,& Segars,A.H.(2001). Knowledge Management:an Organizational Capabilities Perspective. *Journal of Management Information Systems*,Vol.11.No 1,PP 185-214.
14. Grant, R.M. (1996).Toward a Knowledge-based Theory of the firm. *Strategic Management Journal*, Vol.17.pp.109-22.
15. Hicks,R.C.,Dattero,R.,& Galup ,S.D.(2007).A Metaphor for Knowledge management Islands in a Tacit sae.*Journal of Kowledge Management* ,Vol.11.No.1,pp .5-16.
16. Huang,C.C.,R. Luther , and M .Tayles. (2007). An evidence based taxanomy of intellectual capital.*Journal of Intellectual capital* .(8)3.PP 386-403.
17. Huang,K.T.(1998).Capitalizing on intellectual assets. IBM.*Systems Journal* .(37)4.PP570-583.
18. Kaplan, R.S . and D.P.norton.(1992).The balanced Scorecard.Measures that drive performance. *Harvard Business Review*. (70)1.PP71-80.
19. Khatmyan far, Parisa. Parirokh, Mehri. (2009). Investigate the factors encouraging or inhibiting knowledge sharing in organizations, libraries, museums and Documentation Center of Astan Quds Razavi. Journal of library and information science. No. 12
20. Kim,s.Ju,B.(2008).An Analysis of Faculy perceptions:Attitudes Toward Knowledge sharing and Collaboration in on Academic Instiution.*Journal of information science Research*,30,282-290.
21. Lee, D. J., & Ahn, J. H. (2006). Reward systems for intra-organizational knowledge sharing. *European Journal of Operational Research*, 180(2), 938-956.
22. Lee,H., & Choi, B . 2003.Knowledge Management Enablers,Processes, and Organizational Performance : an Integrative View and Empirical Examination.*Journal of Management Information Systems*, Vol .20 .No1,PP 179-228.
23. Lin, H.F. )2007(. Knowledge sharing and firm innovation capability: an empirical study. *International Journal of Manpower*. (28)3/4: 315-332.
24. Lin,H .F.,&Lee, G.G.(2006).Effects of socio-engineering factors on organizational intention to encourage Knowledge sharing. *Journal Management Decision* , Vol.44.No.1,pp.74-88.
25. MacNeil Christina M. (2003). Line managers: *facilitators of knowledge sharing in teams . Journal:* Employee Relations, p.p. 294 – 30.
26. McCann, Joseph (1999). Design Principles an Innovating Company. *Academy of Management Executive.*
27. Ming Yu, Cheng (2005). Tasyrrhbran role in the institutionalization of organizational knowledge management. Translate Tulip Jamshidi, Higher Education magazine, first year, No. 18.
28. Miroslav,R.and Karin.(2007).Fostering innovation by unlearning tacit Knowledge. Kybernetes(36).PP404-419.
29. Moradzadeh, M., et al (2006) .10 The success factors of knowledge management in organizations. Devise,130-138.
30. Mortazavi, Sayyida Alya (2008). Pathology of knowledge sharing in the organization. Master's thesis. Tehran University.
31. Nemati, Mohammad Ali; Jamshidi, L. (2007). Relationship and the process of sharing knowledge and experience on the development of social capital among the member units martyr Beheshti University Technology Development Center. First National Conference on Knowledge Management.
32. Nonaka, I & Takeuchi, H. (1995).*The knowledge- creating company*: How Japanese companies create the dynamics of innovation. Oxford Universiti Press, New York.
33. O'Dell, C., and C. Grayson.(1998 ).*If Only We Knew What We Know*: Identification AndTransfer Of Internal Best Practices. California Management Review 40(3): 154-174.
34. Park , K.(2006).A review of the Knowledge management model based on an empirical survey of Korean experts .Doctoral dissertation , University of Kyushu,Korea.*Proquest Information and learning Company*.
35. Preto,I.M.,& Revilla, E.(2004). An empirical investigation of Knowledge Management Styles and their effects on Learning capacity .*Management research* ,Vol.2.No.2,pp133-146.
36. Rahnavard, A. Faraj. Sadr, F.. (2009). Perception about knowledge sharing culture in the organization of government employees, management beyond the second year Number \_ 8.51 - 74
37. Rahnavard, and Khavndkar Farajollah, Galilee. (2008). The impact of knowledge sharing in the success of IT outsourcing services. Journal of Information Technology Management. 49 to 64.
38. Ramezani, E. (2004). Knowledge management process, Journal devise. In XV, No. 147, pp. 32.
39. Renzl,B.(2008) .*Trust in Management and Knowledge Sharing* :The Mediating effects of fear and Knowledge Documentation. Omega,Vol.36.pp.206-220.
40. Salopek, J.J.(2000) *Common Knowledge*: How Companies Thrive by Sharing What they Know, Training & Development, Vol. 54, pp. 63-64.
41. Sarmad, Z., and Merchant, A. and Hegazy, E. (2008). Methods of research in behavioral science. Tehran: Agah Publications.
42. Shami Zanjani, M..(2009). Design model for knowledge sharing in the projects based on their characteristics. Thesis. Tehran University.
43. Sohrabi, B., et al (2010). Provide a practical model for measuring knowledge-sharing capabilities. Quarterly Journal of Research, Science and Technology. Period 26. No. 1.
44. Song ,S.(2001).An Internet Knowledge Sharing System, *The Journal of Computer Information System*,Vol.42.No.3,pp.25-30.
45. Syed Naqvi, Mir, Bahrol-olum, Seyed Mohammad Mehdi (2008). Explain knowledge management infrastructures using a model of organizational culture and leadership, Journal of Management Studies. 87-104
46. Walczak, S. (2005) “Organizational knowledge management structure.” The Learning Organization, Vol 12, No 4, 330-339.
47. Walczak, S. (2005) “Organizational knowledge management structure.” The Learning Organization, Vol 12, No 4, 330-339.
48. Wang,S.,and R.A.Noe )2010(.Knowledge Sharing :A revewand directions.
49. Yang, J. T. (2007). *Knowledge sharing*: Investigating appropriate leadership roles and collaborative culture. Tourism Management, 28(2), 530-543.

2/1/2013