

## **Discussion Committee**

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*DEDICATION*

*To The Soul of My  
Father*

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## **ABSTRACT**

Knowledge sharing has been the focus of research for more than a decade and it is widely recognized that it can contribute to the success of an organization.

However, in comparison with other countries, relatively little work on this topic has been done in the Sudanese context. This study examines the factors that affect employees attitudes towards knowledge sharing in the banks industry in Sudan.

Three factors were selected as independent variables , namely individual factors construct of (social trust , social network , shared goals) organizational factors construct of (incentives system ,leadership style) and technological factors construct of ( information & communication technology (ICT) infrastructure, information & communication technology (ICT) tools and information & communication technology (ICT) know-how) those variables were tested against attitudes towards knowledge sharing and the last against intention towards knowledge sharing. The study also considers the influence of the control variables (gender and experience) on employees intention to share knowledge. Data were collected through survey method, and purposive sampling technique was used. A total of 279 usable responses from 31 banks were used for the purpose of this study.

Factor and reliability analyses were performed and regression analysis was conducted to test the hypotheses. The findings provided empirical support for the theoretical framework. The results study revealed a positive relationship between social trust, social network, shared goals and employees intention to share knowledge . More over this study

revealed strong relationship between incentives to share knowledge and employees attitudes towards knowledge sharing while the factor of leadership style shows insignificant impact on banks employees attitudes towards knowledge sharing .With regard to technological factors almost all variables indentified (except ICT know-how with attitudes towards knowledge sharing) have a significant relationship with both attitudes towards knowledge sharing and intention to share knowledge . These show that technology plays key roles in managing knowledge in an organization and can be considered as an effective means of capturing, storing, transforming and disseminating information ,the results supported the mediation effect of attitudes towards knowledge sharing on the relationship between individual ,organizational, technological factors and employees intention to share knowledge . Based on the study findings, theoretical and practical implications were discussed, limitations and suggestions for future research were also presented.

## مستخلص الدراسة

مشاركة المعرفة كانت محط تركيز البحوث لأكثر من عقد من الزمان ومن المعترف به على نطاق واسع أنها يمكن أن تسهم في نجاح المؤسسة ومع ذلك بالمقارنة مع بلدان أخرى ، قد تم العمل على هذا الموضوع بصورة ضعيفة نسبياً في السودان. تتناول هذه الدراسة العوامل التي تؤثر على سلوك الموظفين اتجاه مشاركة المعرفة في صناعة المصارف في السودان.

وقد تم اختيار ثلاثة عوامل كمتغيرات مستقلة وهي العوامل الفردية بناءً على ( الثقة الاجتماعية ، الشبكة الاجتماعية ، الأهداف المشتركة) ، والعوامل التنظيمية بناءً على ( نظام الحوافز ، أسلوب القيادة ) و العوامل التكنولوجية بناءً على (البنية التحتية لتكنولوجيا المعلومات والاتصالات ، أدوات تكنولوجيا المعلومات والاتصالات ، مهارة تكنولوجيا المعلومات والاتصالات) تم اختبار هذه المتغيرات مع سلوك اتجاه مشاركة المعرفة والآخر مع النية في اتجاه مشاركة المعرفة .

الدراسة تأخذ أيضاً في الاعتبار تأثير متغيرات التحكم (الجنس والخبرة) على نية الموظفين لمشاركة المعرفة. تم جمع البيانات من خلال منهج المسح ، وتم استخدام تقنية أخذ العينات المفيدة ، واستخدم ما مجموعه 279 استبياناً قابلاً للاستخدام من 31 بنكاً لغرض هذه الدراسة. أجريت عوامل وموثوقية التحليلات و أدى تحليل الانحدار لاختبار الفرضيات, قدمت النتائج الدعم التجريبي للإطار النظري ، وكشفت نتائج الدراسة وجود علاقة إيجابية بين الثقة الاجتماعية ، الشبكة الاجتماعية، الأهداف المشتركة وبين نية الموظفين لمشاركة المعرفة ، وزيادة على ذلك كشفت هذه الدراسة عن علاقة قوية بين الحوافز لمشاركة المعرفة و سلوك الموظفين اتجاه مشاركة المعرفة في حين أن عامل أسلوب القيادة يظهر تأثيراً ضئيلاً على سلوك

موظفي البنوك اتجاه مشاركة المعرفة ، فيما يتعلق بالعوامل التكنولوجية اوضحت المتغيرات كلها تقريباً ( باستثناء مهارة تكنولوجيا المعلومات والاتصالات مع سلوك اتجاه مشاركة المعرفة) أن لها علاقة ملحوظة مع كل من سلوك اتجاه مشاركة المعرفة والنية لمشاركة المعرفة ، وذلك يوضح أن التكنولوجيا تلعب دورا رئيسيا في إدارة المعرفة في المؤسسة و يمكن اعتباره وسيلة فعالة في التقاط وتخزين و تحويل و نشر المعلومات ، و دعمت النتائج دور سلوك الموظف اتجاه مشاركة المعرفة كمتغير وسيط بين العوامل الفردية , والتنظيمية , والتكنولوجية والنية لمشاركة المعرفة واستناداً إلى نتائج الدراسة تمت مناقشة الآثار النظرية والعملية ، وقدمت أيضا الإقتراحات للبحوث في المستقبل.