

## Knowledge Sharing Practices among Medical Doctors at Muhimbili National Hospital

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### Abstract

*The main objective of this study was to assess knowledge sharing practices among medical doctors in Dar es Salaam region with reference to Muhimbili National Hospital. The study employed descriptive research design and used mixed-method research approach that included qualitative and quantitative methods. The study used questionnaire and interview to collect data from a sample of 100 respondents. Respondents were selected using simple random sampling and convenient sampling techniques. Quantitative data were analyzed using Statistical Package for Social Sciences (SPSS) while qualitative data were analyzed through content analysis. The study findings revealed the willingness among medical doctors to share different types of knowledge while clinical and patient knowledge are universally shared, technical, evidence-based, ethical and legal knowledge may require tailored approaches to address specific concerns and encourage broader participation. Also, the study findings reveal diverse knowledge sharing practices among medical professionals such as department meetings, medical seminars, surgical briefing, online forums, and research collaboration. The study findings reveal that enhancing these practices contribute to improved teamwork, professional development, and ultimately, better healthcare outcomes through effective knowledge sharing and application. The study indicated that, there are critical challenges like workload exhaustion, and time constraints are acknowledged as significant challenges that can hinder effective knowledge sharing. The study recommends that there should be provision of financial support to the medical personnel to conduct research activities which is very essential in the health profession. Furthermore, there should be hiring large number of medical doctors so as to reduce workload exhaustion and time constraints among medical doctors.*

**Keywords:** *Knowledge sharing, Knowledge sharing practices, Medical doctors and Muhimbili National Hospital*

### Introduction

Knowledge sharing among medical doctors is a critical component of modern healthcare systems, playing a significant role in improving patient outcomes and advancing medical science. Effective knowledge sharing involves the dissemination of medical information, clinical experiences, and research findings among healthcare professionals. This process can take various forms, including

informal discussions, formal meetings, peer-reviewed publications, and digital platforms (Wang & Noe, 2010).

The importance of knowledge sharing in medicine cannot be overstated. It allows doctors to stay updated with the latest medical advancements, share insights on complex cases, and learn from each other's experiences. This collaborative approach not only enhances individual clinical practice but also contributes to a more cohesive and informed medical community (Bordia et al., 2006). By exchanging knowledge, doctors can address gaps in their understanding and apply best practices to improve patient care (Lave & Wenger, 1991).

In today's economy, knowledge has become a vital resource, surpassing traditional physical assets like equipment, capital, raw materials, and labor. Knowledge is crucial for gaining a competitive edge and boosting an organization's skills and capabilities (Zhang, J et al, 2024). In recent years' knowledge became an important asset for organizations compared to the industrial age where machinery was regarded as a vital asset. In today's organization, competent and skilled workers are hired to embrace the new organizational necessities to remain in the competitive advantages (Mkhize, 2015).

The endurance and achievement of any profession depend on effective knowledge sharing, learn from available knowledge, and use it to create new knowledge. Knowledge sharing plays a great role in enhancing performance and effectiveness, an organization should therefore reserve knowledge through knowledge sharing and ensure that no knowledge loss due to job transfer, withdrawal, mobility, and death (Boateng & Agyemang, 2016).

Medical community plays a crucial role in the advancement of healthcare services and the improvement of patient care. Nyabwinyo (2020) insists that, Tanzania, like many other developing nations, faces unique challenges in its healthcare system. The demand for healthcare services is increasing, and medical professionals must keep pace with the latest advancements and evidence-based practices. Knowledge sharing among medical doctors can significantly contribute to overcoming these challenges by facilitating the dissemination of best practices, collaborative learning, and the implementation of innovative solutions (Chipungahelo, 2015).

### **Statement of the Problem**

The existing body of literature suggests that knowledge sharing is crucial for enhancing performance and innovation among medical doctors. Charles and Nawe (2017) recommends that,

for medical practitioners to effectively and efficiently charge their duties there is a need to support innovation through effective management of staff's knowledge by creating an environment of sharing and making knowledge as a key resource for innovation. Study by Dhamdhare (2015) stresses that, knowledge is the key for decision making and strategy creation hence it should be transferred into an action but unluckily it does not happen always. In order to survive in dynamic health endeavor, the medical community should implement effective practices for knowledge sharing.

Study by Charles & Nawe (2017) reveals that the healthcare landscape in Tanzania is characterized by its dynamic nature, marked by evolving medical practices, air dynamics, emergence of new diseases, advancements in technology, and a growing demand for high-quality patient care. Within this context, demand for knowledge sharing within the medical community becomes an inevitable practice due to existence of different specialists and experience in the medical community. Hence, knowledge sharing practices among medical doctors emerge as critical factors influencing the overall healthcare ecosystem.

Therefore, it is from the aforementioned context the study specifically aimed to identify the types of knowledge shared by medical doctors, to determine the methods used by medical doctors to share knowledge, to determine the perception of medical doctors regarding knowledge sharing, and to find out the challenges faced by medical doctors in sharing knowledge.

### **Objectives of the Study**

The main objective of this study was to assess knowledge sharing practices among medical doctors in Dar es Salaam region with reference to Muhimbili National Hospital. Specifically, the study addressed the following specific objectives;

1. To identify types of knowledge shared by medical doctors,
2. To determine methods used by medical doctors to share knowledge,
3. To determine perception of medical doctors regarding knowledge sharing, and
4. To find out the challenges faced by medical doctors in sharing knowledge.

### **Review of Literature**

A study by Greenwood et al. (2017) asserts that clinical knowledge is one of the most shared types of knowledge among medical doctors. It involves information and expertise related to the

diagnosis, treatment, and management of medical conditions. This type of knowledge includes understanding disease mechanisms, interpreting diagnostic tests, prescribing medications, and implementing therapeutic interventions. Also, study by Jones & Brown, (2020) reveal that, research and evidence-based knowledge encompassing findings from clinical trials, systematic reviews, meta-analyses, and observational studies. Medical doctors share research findings to inform clinical decision-making, validate treatment approaches, and contribute to evidence-based medicine. Study by Robinson & Long, (2018) address that, technical and procedural knowledge among types of knowledge shared by medical doctors, it involves skills and expertise required for performing medical procedures, surgeries, and interventions. The study continues to address that technical and procedural knowledge includes proficiency in surgical techniques, use of medical devices, and application of clinical protocols to ensure safe and effective patient care.

A study by Bullock (2014) asserts that medical doctors engage in medical conferences and seminars as a platform for doctors to present research findings, clinical cases, and advancements in medical practice. These events facilitate face-to-face interactions, networking opportunities, and peer-to-peer learning. They are essential for disseminating new knowledge, discussing best practices, and fostering collaboration among healthcare professionals. Publishing research articles in peer-reviewed journals remains a cornerstone of knowledge sharing in medicine. Medical doctors contribute to the scientific literature by reporting clinical trials, case studies, systematic reviews, and meta-analyses. Peer-reviewed publications undergo rigorous evaluation by experts in the field, ensuring the validity and reliability of the information disseminated (Jones & Brown, 2020).

Also, study by Greenwood et al. (2017) continue to address that clinical decision support system assists healthcare professionals in making clinical decisions by providing evidence-based recommendations and guidelines at the point of care. Doctors rely on CDSS to access updated medical knowledge, treatment protocols, and best practices, thereby improving diagnostic accuracy and patient outcomes. Study by Ventola (2014) reveal that health care professionals use different social media tools for knowledge sharing. The study further highlights some of most used social media tools such as social networking platforms, blogs, wikis, media-sharing sites and virtual reality to improve professional networking, learning and general health programs.

Study by Jabr (2007) reveals that physicians regularly share knowledge; they believe sharing knowledge with their colleagues is vital and it is a prerequisite of professionalism and that

knowledge sharing should take place on a voluntary basis. Also, Study by Lin, Lai & Yang (2016) stresses that, practitioner's perspective of healthcare knowledge sharing aims to improve patient care and health outcomes by bridging the knowledge gaps with relevant and up-to-date knowledge. In this case, knowledge sharing entails disseminating published evidence, sharing experiences and insights of specialists. Study by Karasneh et al. (2021) asserts that, many doctors understand that sharing knowledge is essential for providing high-quality patient care. They appreciate collaborative efforts that involve sharing insights, research findings, and clinical experiences.

Ipe (2003) found that the nature of knowledge, motivation, and opportunities are elements that influence knowledge sharing. Reliability of resources, willingness to share, and aptitude for acquiring and using new information are the most common characteristics that influence knowledge sharing, according to Kwok & Gao (2005). A further finding of the research indicates that younger doctors are troubled by an overwhelming amount of work, and they are less inclined to share their knowledge because older doctors have a bad attitude about it. According to Köseoğlu et al. (2017), organizational variables have the greatest impact on information exchange among physicians in state hospitals. Individual and technological factors follow closely behind. Study by Wu, Wang, and Hsieh (2022), the most frequent obstacles to efficient knowledge-sharing practices include a lack of medical and health information, medical and evidence-based decision-making that isn't sufficient, knowledge overload, and a lack of facilities and abilities for communication and knowledge sharing.

Furthermore, the study employed knowledge sharing process model that posits that knowledge sharing is a process beginning with a gap in different types of knowledge to perform job tasks - declarative knowledge, procedural knowledge, organizational knowledge, client knowledge, basic knowledge, specific knowledge etc.. Individuals' awareness on the existing knowledge gap which need to be filled, availability of different sources of individuals knowledge, accessibility to different sources of knowledge and use of different methods to sharing knowledge available from different sources (Rusuli, Tasmairi and Hashim, 2011; Knight, Yang and Lim, 2012; Rastogi, 2002). In this study, a knowledge sharing process model serves as a strategic tool for evaluating, enhancing, and institutionalizing effective knowledge sharing practices among medical doctors. It aligns with the broader goal of improving healthcare outcomes, fostering professional development, and creating a collaborative and informed medical community.

## **Theoretical Framework**

This study was guided by the Knowledge Sharing Process Model. The knowledge sharing process model posits that knowledge sharing is a process beginning with a gap in different types of knowledge to perform job tasks (declarative knowledge, procedural knowledge, organizational knowledge, client knowledge, basic knowledge, specific knowledge etc), individuals awareness on the existing knowledge gap which need to be filled, availability of different sources of individuals knowledge, accessibility to different sources of knowledge and use of different methods to sharing knowledge available from different sources (Rusuli, Tasmainsi and Hashim, 2011; Knight, Yang and Lim, 2012; Rastogi, 2002).

In this study, a knowledge sharing process model serves as a strategic tool for evaluating, enhancing, and institutionalizing effective knowledge sharing practices among medical doctors. It aligns with the broader goal of improving healthcare outcomes, fostering professional development, and creating a collaborative and informed medical community.

## **Conceptual Framework**

A conceptual framework can be a visual illustration of the likely relationship between causes and effects. It includes various variables and the proposed connections between them, reflecting anticipated outcomes (Braun, Bouis, and Kennedy, 2016).

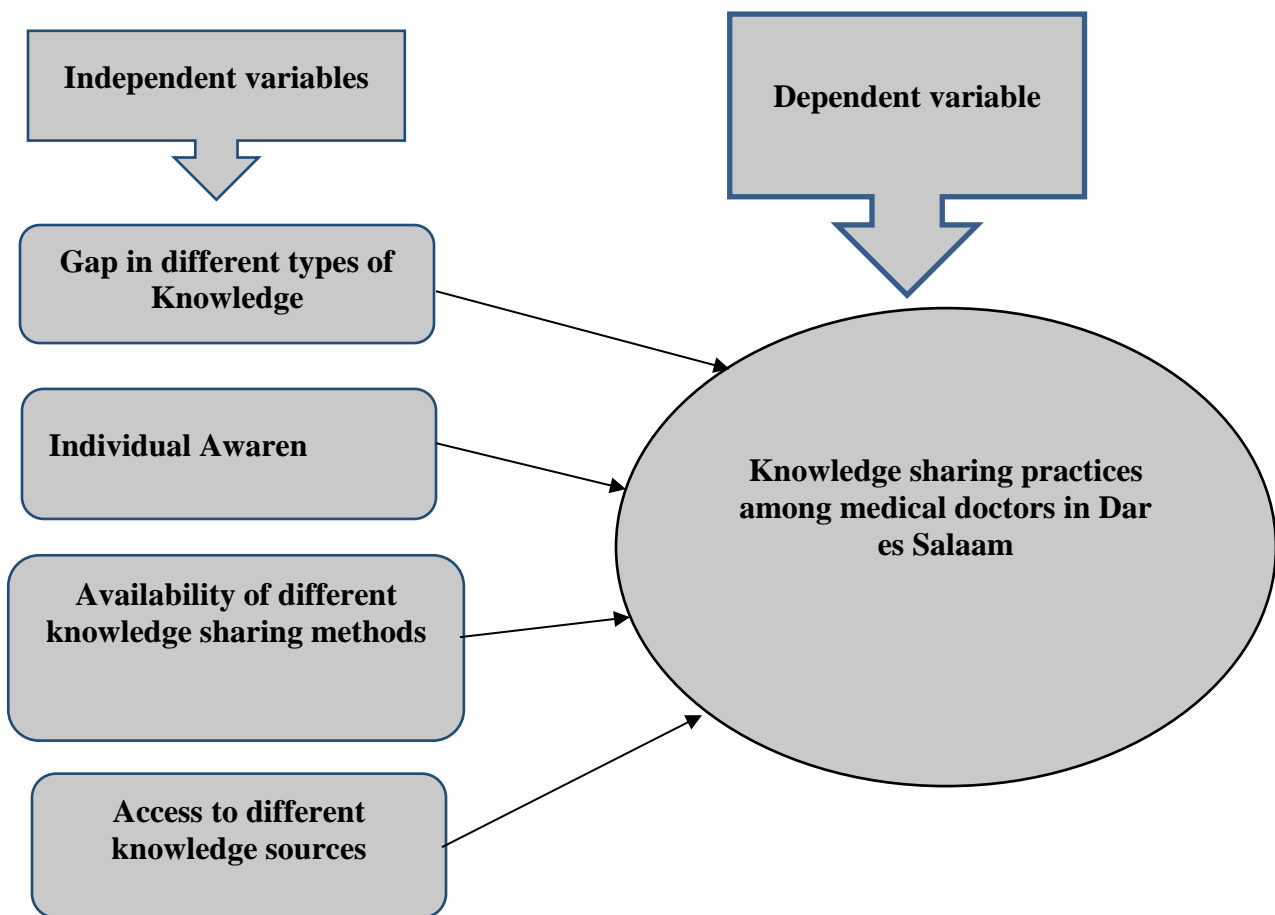
The notion is to investigate how the independent variables (gap in knowledge, individual awareness, availability of different knowledge-sharing methods, and access to different knowledge sources) impact the dependent variable (knowledge sharing practices among medical doctors). Gap in Knowledge, refers to the difference between what doctors know and what they need to know, recognizing these gaps can drive doctors to seek and share relevant information, therefore doctors with a larger knowledge gap may be more likely to engage in knowledge-sharing practices to address their deficits. Individual awareness, medical doctors with higher awareness of the importance and benefits of knowledge sharing could lead to more active engagement in sharing practices.

Availability of knowledge-sharing methods includes various tools and platforms such as seminars, journals, and online forums that facilitate the exchange of information, the easier it is to access and use these methods, the more likely knowledge sharing could facilitate more effective and frequent knowledge-sharing practices, also, Access to Knowledge sources involves the availability

of research papers, expert opinions, and databases that provide valuable information, better access to a variety of knowledge sources might increase the extent and quality of knowledge sharing among doctors.

Understanding these relationships can help in designing interventions to improve knowledge-sharing practices. For example, if gaps in knowledge are found to be a significant barrier, targeted educational programs could be implemented. Similarly, improving access to knowledge sources and increasing awareness could enhance sharing practices.

Thus, no information was found in the available scientific literature about knowledge sharing practices among Medical Doctors at Muhimbili National Hospital.



**Figure 1:** *Conceptual framework*

**Source:** Adopted from Knowledge Sharing Process Model (Knight, Yang and Lim, 2012)

## **Research Gap**

Most studies that have been conducted before have generally focused on knowledge management particularly the knowledge sharing processes in different areas such as business sector, and institutions of higher learning. Nyabwinyo (2020), Islam et al., (2015), Assem and Pabbi, (2016), have conducted studies covering various aspects such as factors affecting knowledge sharing among employees, knowledge sharing among healthcare professionals, knowledge management and organization performance. Knowledge sharing is a well-researched field, however the little is known specifically on knowledge sharing practices among medical doctors in Dar es Salaam and globally. As such, questions concerning knowledge sharing practices among medical doctors remain unanswered. It is from this context that this study was conducted specifically to assess knowledge sharing practices among medical doctors in Dar es Salaam: a case of Muhimbili National Hospital.

## **Methodology**

The study used both qualitative and quantitative approaches to research with the aid of descriptive research design. This study was conducted at Muhimbili National Hospital (MNH), a national referral hospital and public teaching hospital situated in Dar es Salaam Region, Tanzania. The number of sample size was 100 respondents, where 95 were medical doctors selected conveniently and five heads of department were selected using a simple random sampling technique from 11 different departments at an interval of two. The researcher used both probability and non-probability sampling techniques to obtain samples from the population. The study employed simple random sampling to select five heads of department from 11 different departments at an interval of two to ensure the validity and reliability of research findings by minimizing bias and allowing for generalization to the population. Convenient sampling was used to select medical doctors to participate in the study.

The data collection methods that were used to collect primary data were questionnaires and interviews. The study used an in-depth interview method to collect data from heads of department at MNH. Secondary data was collected through consultation of various information resources such as books, journals and related research reports. Since the study employs both qualitative and quantitative data to address its objectives, qualitative data from interviews were analyzed using

content analysis. Meanwhile, quantitative data were organized, described, coded and analyzed with Statistical Product and Services Solutions (SPSS) software to generate basic descriptive statistics. In order to ensure validity and reliability of data, a copy of research proposal and data collection tools were submitted to MNH research center for pre-testing. Multiple sources of data in this study rendered reliability and trustworthiness of the findings. A researcher adhered to all ethical values when collecting data from respondents through voluntary participation, informed consent, anonymity, confidentiality and the communication of results.

## Findings of the Study and Discussion

### Types of Knowledge Shared Among Medical Doctors

The first specific objective of this study was to identify types of knowledge shared by medical doctors at MNH. Findings in Table 1 reveal that medical doctors share clinical knowledge, Patient knowledge, technical knowledge, and evidence-based knowledge, ethical and legal knowledge. Details are indicated in Table 1.

**Table 1:** *Types of Knowledge Shared Among Medical Doctors*

Types of knowledge shared among medical doctors	Yes		No	
	Frequency	Percent	Frequency	Percent
Clinical knowledge	79	100	-	-
Patient knowledge	79	100	-	-
Technical knowledge	62	78.5	17	21.5
Evidence based knowledge	54	68.4	25	31.6
Ethical and legal knowledge	47	59.5	32	40.5

**Source:** *Field data, 2024*

Furthermore, findings of the study show that both types of knowledge were shared among medical doctors. Knowledge shared was clinical knowledge, patient knowledge, technical knowledge, and evidence-based knowledge. Study by Jones & Brown, (2020) reveal that, research and evidence-based knowledge encompassing findings from clinical trials, systematic reviews, meta-analyses, and observational studies.

Medical doctors share research findings to inform clinical decision-making, validate treatment approaches, and contribute to evidence-based medicine. 47 respondents making a total of 59.5% indicated that they share ethical and legal knowledge while 40.5% of respondents disagreed to share ethical and legal knowledge.

During the interview with one of heads of departments had this to say: -

*“During our department meetings conducted every week, we impart medical doctors with the ethical and legal knowledge that governs our profession conducts where issues like patients’ confidentiality, protocols and legal aspects are being covered.” (Head, no 3).*

The above study findings imply the willingness among medical doctors to share different types of knowledge. While clinical and patient knowledge are universally shared, technical, evidence-based, ethical and legal knowledge may require tailored approaches to address specific concerns and encourage broader participation.

### **Methods Used to Share Knowledge among Medical Doctors**

The other specific objective of the study was to determine methods used by medical doctors to share knowledge. Findings in Table 2 reveal that 67 (84.8%) uses Clinical rounds to share knowledge 79 (100%) uses departmental meeting to share knowledge 79 (100%) uses medical seminars to share knowledge 79 (100%) uses medical education to share knowledge. For more details, see Table 2.

**Table 2:** *Methods Used to Share Knowledge among Medical Doctors*

<b>Methods Used to Share Knowledge</b>	<b>Frequency</b>	<b>Percent</b>
Surgical briefing	21	26.6
Clinical rounds	67	84.8
Department meeting	79	100
Community of practice	38	48.1
Medical seminars	79	100
Online forums	26	32.9
Mentorship	43	54.4
Research collaboration	28	35.4
Case presentation	79	100

**Source:** *Field data, 2024*

Findings of the study reveal that, although medical doctors at MNH uses different knowledge sharing methods, 79 (100%) indicated that they use department meeting, medical seminars and case presentation as the methods of sharing knowledge. in the study by Assem & Pabbi (2016) indicate various methods of knowledge sharing among medical doctors which involves artifact-mediated knowledge entailing the sharing of health care knowledge through available artifacts such as research articles, clinical practice guidelines and clinical document.

Respondents were further asked if there is other knowledge sharing methods used by medical doctors. The study findings reveal that 37 (46.8%) use colleagues discussion as their knowledge sharing method while 43 (54.4%) indicated use research seminars as their knowledge sharing method to share knowledge. Also, during an interview conducted with the heads of departments, one of the respondents had this to say: -

*“We have introduced different initiatives like medical seminars; case presentation normally conducted twice per week in our department where by all members of a unit gather to share knowledge on an experienced medical case so as to assess the weaknesses and strength of their team work and ensuring good patient care.”* (Head, no 5).

Furthermore, the findings from interviews conducted with heads of department at Muhimbili National Hospital reveals that;-

*“In order to make sure new knowledge is captured, we make sharing knowledge mandatory where by medical doctors are required to share with department members the knowledge, they have acquired from different medical seminars attended.”* (Head, no 4)

*“Our hospital has been a center of medical research for many years, we normally conduct research seminars where medical doctors present their research findings so as to capture new knowledge on the contemporary medical field.”* (Head, no 2)

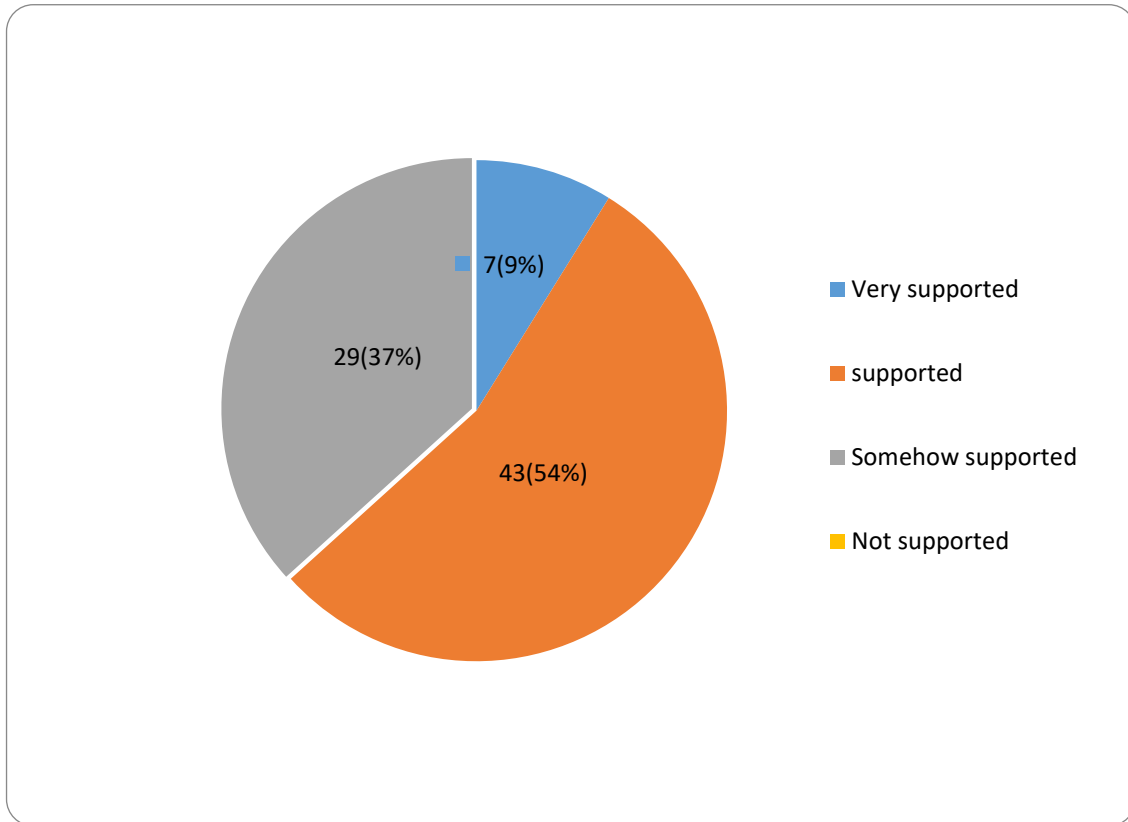
*“In order to keep up with the ever-witnessed changes of technologies, new diseases etc, continuous medical education becomes inevitable in medical conduct”* (Head, no 3)

The study findings underscore the proactive and integral role of department heads in promoting knowledge sharing, research dissemination, and continuous education among their teams. Their

leadership in making knowledge sharing mandatory, ensuring research presentations, and maintaining medical seminars reflects a commitment to advancing medical knowledge, improving patient care, and fostering a culture of continuous learning within the hospital setting. These initiatives serve as foundational pillars for enhancing healthcare practices and driving innovation in clinical care.

**Perception of Medical Doctors Regarding Knowledge Sharing**

The study also aimed to determine perception of medical doctors regarding knowledge sharing. Findings in Figure 1 reveal that in terms of medical doctors’ perception towards organization support on promoting knowledge sharing, 7 (9%) feel very supported by parent organization in knowledge sharing, 43 (54%) they feel supported by parent organization in knowledge sharing, while 29 (37%) they feel somehow supported by parent organization in knowledge sharing.



**Figure 1:** Perception towards Organization Support on Knowledge Sharing

**Source:** Field data, 2024

Findings of the study reveal the perception of respondents regarding organization's support on knowledge sharing, although the organization make efforts in promoting knowledge sharing but most respondents reaching 43 who participated in the study suggested that they feel supported by their organization in terms of promoting knowledge sharing making a total of 54% of all respondents. Lee & Hong (2014) assert that medical doctors involve in knowledge sharing because various factors such as reciprocity, subjective norms, and behavioral control and other organizational factors which are organizational support, IT system, and trust to be the most driving force in enhancing knowledge sharing. The study identifies various factors such as reciprocity, subjective norms, and behavioral control and other organizational factors which are organizational support, IT system, and trust to be the most driving force in enhancing knowledge sharing. Also, study by Jabr (2007) on knowledge transferring and sharing reveals that physicians regularly share knowledge, they believe sharing knowledge with their colleagues is vital and it is a prerequisite of professionalism and that knowledge sharing should take place on a voluntary basis. Furthermore, the study rendered to gain an insight on reasons behind medical doctors' responses regarding organization support in knowledge sharing whereas, one had this to say: -

*“Muhimbili national hospital definitely supports its staff member in knowledge sharing, for instance, we have been provided with official scheduled training programs for a long period of time. These training programs help us to share valuable knowledge that impacts our daily medical practices”* Respondent one.

The study reveals a mixed landscape regarding perceived support from the parent organization in knowledge sharing. While a significant proportion feels adequately supported, a notable segment feels less supported or only somewhat supported, the importance of perceived organizational support in facilitating effective knowledge sharing among healthcare professionals imply the needs of those who feel less supported can contribute to a more cohesive and collaborative healthcare environment.

### **Challenges Faced by Medical Doctors in Knowledge Sharing**

The last specific objective aimed to find out the challenges faced by medical doctors in sharing knowledge. Findings in Table 3 reveal that 79 (100%) agreed that workload exhaustion pose challenge in sharing knowledge and all of them (100%) agreed that Time constraints pose challenge in sharing knowledge.

**Table 3: Challenges in Knowledge Sharing**

Challenges in knowledge sharing	Facing challenge		Not facing challenge	
	Frequency	Percent	Frequency	Percent
Communication Barriers	38	48.1	41	51.9
Organizational culture	26	32.9	53	67.1
Information technology platform	43	54.4	36	45.6
Mistrust between employees	17	21.5	62	78.5
Workload and Exhaustion	79	100	0	0
Resistance to change	12	15.2	67	84.8
Confidentiality Concerns	8	10.1	71	89.9
Time Constraints	79	100	-	-

**Source:** Field data, 2024

Findings of the study in Table 10 above reveal that large number of medical doctors at MNH agreed that they face challenges in knowledge sharing. 79 research participants (100%) indicated workload exhaustion and time constraints as the most posing challenges in knowledge sharing. Also, during an interview conducted with heads of departments, one respondent had this to say; -

*“Due to the complex nature of our field and massive number of patients to attend, at some point knowledge sharing cannot take place to the large extent desired due to the existing workload exhaustion and limited time.”* (Head, no 5)

The study findings suggest various challenges perceived by respondents regarding knowledge sharing within their organization while certain aspects of organizational dynamics and culture support knowledge sharing, there are critical challenges like workload exhaustion, and time constraints are acknowledged as significant challenges that can hinder effective knowledge sharing. Improvements could enhance knowledge exchange processes within the organization.

In terms of strategies for promoting knowledge sharing, findings in Table 4 reveal that, 79 respondents making a total of 100% suggested that there should be a creation of good working environment for knowledge sharing, encouraging regular training and sensitization on the importance of knowledge sharing, implementing mentorship programs, increase of medical specialist as well as financial support for research activities.

**Table 8: Ways to be done in Promoting Knowledge Sharing**

<b>Response on the Ways to be done in Promoting Knowledge Sharing</b>	<b>Frequency</b>	<b>Percent</b>
Creating good working environment for knowledge sharing	79	100
Encouraging regular training and sensitization on the importance of knowledge sharing	79	100
Changing personal mind set among practitioners	13	16.5
Promote publication and research activities	61	77.2
Identifying individual strength and weaknesses and address them individually	47	59.5
Implementing mentorship programs	79	100
Increase of medical specialist	79	100
Improvement of technology and availability of network	42	53.2
Financial support for research activities	79	100

**Source:** Field data, 2024

Also, during interview conducted with heads of department, one of the respondents had this to say;

*“In order to ensure promotion of knowledge sharing there should be hiring of enough medical doctors in order to reduce workload exhaustion and create enough time to share their insights. Also, there should be a formulation of knowledge sharing policy that will govern all the knowledge sharing practices.”* (Head, no 1)

The findings reveal strong consensus on several strategies such as creating a good working environment, implementing mentorship programs, and providing financial support for research. These strategies are viewed as fundamental pillars for successful knowledge sharing initiatives. Organizations should consider when aiming in optimizing knowledge sharing practices for improved organizational learning and innovation.

### **Discussion of the findings**

The study findings revealed positive perception among medical doctors about sharing knowledge. This go in line with the study by Boateng & Agyemang (2016) which insists that knowledge should be reserved through knowledge sharing in order to ensure that no knowledge is lost due to job transfer, withdrawal, mobility, or death. The findings shows that medical doctors share different types of knowledge. While clinical and patient knowledge are universally shared, technical, evidence-based, ethical and legal knowledge may require tailored approaches to address specific

concerns and encourage broader participation. The study further revealed that all respondents indicated sharing clinical knowledge very frequently, implying its essential role in daily medical practice and patient care. Also all respondents reported sharing patient knowledge very frequently highlighting its critical importance in healthcare decision-making and treatment planning, not only that but also, there is strong consensus on sharing ethical and legal knowledge very frequently, indicating a recognition of its critical importance in maintaining professional standards and patient safety

The study findings further illustrate diverse knowledge sharing practices among medical professionals, highlighting both widely adopted methods such as department meetings and medical seminars, as well as opportunities for increasing utilization in areas like surgical briefing, online forums, and research collaboration. Enhancing these practices can contribute to improved teamwork, professional development, and ultimately, better healthcare outcomes through effective knowledge sharing and application.

The study further indicated that medical seminars, case presentations and department meeting serve as a cornerstone for interactive learning, clinical decision- making, and peer feedback. They facilitate in-depth discussions on patient management strategies, treatment outcomes, and challenging cases, thereby enhancing clinical reasoning skills and collaborative problem-solving among medical teams. Their high frequency of use underscores their effectiveness in promoting collaboration, enhancing clinical practice, and supporting continuous professional development among medical teams

The study further revealed a mixed landscape regarding perceived support from the parent organization in knowledge sharing. While a significant proportion feels adequately supported, a notable segment feels less supported or only somewhat supported, the importance of perceived organizational support in facilitating effective knowledge sharing among healthcare professionals imply the needs of those who feel less supported can contribute to a more cohesive and collaborative healthcare environment. Also, the study revealed that a majority of respondents view the means provided by the hospital as adequate for supporting knowledge sharing activities. This suggests how healthcare professionals perceive the sufficiency of means for supporting knowledge sharing while many respondents view the current resources and support as adequate, addressing the needs of those who perceive limitations can enhance overall engagement, collaboration, and innovation in healthcare delivery, while there may be areas for improvement or enhancement. The

current level of resources and support generally meets the basic requirements for conducting seminars, presentations, research collaborations, and other forms of knowledge dissemination within the hospital setting.

The findings revealed the complexity of knowledge sharing dynamics within professional and organizational contexts. The study indicated that, there are critical challenges like workload exhaustion, and time constraints are acknowledged as significant challenges that can hinder effective knowledge sharing. This is in line with the study by Kim (2013) on knowledge sharing by university hospital medical doctors unveils that, in some cases, doctors may perceive their work environment as competitive, this tends to potentially hinder open knowledge sharing, the study continue to add that fear of losing patients or prestige to colleagues might discourage some from sharing information openly.

Also, study by Kwok &Gao (2006) indicate that the most frequently occurring factors that affect knowledge sharing are resource reliability, motivation to share, and skill of learning new knowledge and applying it. Addressing perceived barriers and enhancing supportive environments for knowledge exchange can potentially improve collaboration, innovation, and overall effectiveness in medical domains

### **Conclusion and Recommendations**

The study highlights the critical role that enhancing patient care and advancing medical knowledge. The study findings revealed that a significant number of medical doctors are ready to share different types of knowledge. While clinical and patient knowledge are universally shared, technical, evidence-based, ethical and legal knowledge may require tailored approaches to address specific concerns and encourage broader participation. This shows a positive engagement of sharing knowledge among medical doctors.

The study indicated that medical seminars, case presentations and department meeting serve as a cornerstone for interactive learning, clinical decision-making, and peer feedback. This implied that medical doctors use different methods to share knowledge.

The study revealed the challenges perceived by medical doctors regarding knowledge sharing within their organization while certain aspects of organizational dynamics and culture support knowledge sharing, there are critical challenges like workload exhaustion, and time constraints are acknowledged as significant challenges that can hinder effective knowledge sharing. Regarding

the indicated challenges, the study findings reveal strong consensus on several strategies such as creating a good working environment, implementing mentorship programs, and providing financial support for research. These strategies are viewed as fundamental pillars for successful knowledge sharing initiatives. Organizations should consider when aiming in optimizing knowledge sharing practices for improved organizational learning and innovation.

Based on the findings of the study and discussion, the following recommendations are suggested; first, there should be an improvement of knowledge sharing environment so as to improve sharing habit among medical doctors. Second, there should be provision of financial support to the medical personnel to conduct research activities which is very essential in the health profession and lastly, there should be hiring large number of medical doctors so as to reduce workload exhaustion and time constraints among medical doctors.

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