
The Impact of Knowledge Transfer on Organizational Culture: A Case Study of Egyptian Echo-Cardiologists' Pre and Post Training Programs

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ABSTRACT

For so long, the topic of knowledge transfer has been viewed as a part of the continuing education system. But, recently, there has been a new trend of viewing it as a crucial part of the informal education that completes the standard degree.

However, no formal measurements of the quality and effect of these programs have yet been developed. The medical system in Egypt is suffering as well from these problems, so well-established training systems that have been accredited internationally have been a hit among medical providers. The case of echo-cardiologists is a case in point, thus, it is no wonder that when given a chance to find for themselves an area that can give them a marketing niche among their colleges they apply with no hesitation. However, the cultural effect of these training programs has not been detected. These health providers come from all-over the country to be taught in the same training programs, thus, there must have been a noticeable change that they have sensed. The aim of this paper is to discuss the impact of this transfer of knowledge, the explicit and the implicit, on the organizational culture in terms of changes in the work environment regarding knowledge sharing, personal behavioral changes, and peer rivalry. Also, the gap between the before and after effect of those training programs on the overall cultural behavior of the organization in terms of work hostility and upper management recognition from the point of view of the trainees was assessed. A single cross-sectional descriptive design was used. A convenient sample of 43 trainees was examined in two rural locations in Cairo and Giza. Data was collected through a questionnaire consisting of 22 questions of which 7 were open ended and 14 were closed. Results show that trainees felt a remarkable change in their quality of education, as well as their ability to tackle more complex cases. These abilities changed their personal image and their personal qualities as they tended to be more punctual in both their personal and professional lives. The issue of brain organizational abilities was emphasized by all the trainees as they experienced better critical thinking abilities after undergoing the courses, which affected their positions in their organizations. The study was able to identify certain reasons behind the changes that were noticed between pre and post programs.

Keywords: Knowledge transfer, Organizational culture, Implicit Knowledge, Explicit knowledge, Critical thinking, Gap.