PERSONAL CONSTRUCT BASED FACTORS AFFECTING WILLINGNESS TO SHARE KNOWLEDGE BETWEEN ARCHITECTS IN A PROJECT DESIGN TEAM

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Abstract
Knowledge sharing is a topic of much current interest in academic and business fields. To identify those factors affecting the extent to which knowledge sharing takes place, a survey of architects working in architectural design institutes has been conducted in Beijing, Shanghai and Qingdao. Based on the survey data, factors influencing architects’ willingness to share knowledge within a design team were empirically tested using a structural equation modeling method. The results show that social interaction between architects is the only factor which significantly affects their willingness to share knowledge. The practical implication is that team managers should increase team member social interaction in order that they become more willing to share knowledge, thereby improving team performance. The explained variance of the dependent variable is 17.9% in the model. Therefore future research is needed to test other factors which are not included in the current model.

Keywords
Project team, architectural design, knowledge sharing, structural equation modeling.

INTRODUCTION
Drucker (1993) declares that our society has moved from one based on capitalism to one based on knowledge. How to make the best use of knowledge to benefit society has attracted attention in both business and academic fields (Nonaka and Takeuchi, 1995; Martensson, 2000). However, research into knowledge management from the perspective of dynamic knowing and practice only began recently (Snowden, 2002). This perspective views knowledge as dynamic rather than static. In other words, knowledge is not merely stored statically in computers, books and human minds but is also dynamic when created and applied by people in different contexts (Spender, 1998). Hence the knower’s subjective, emotional, spiritual, interpretive and social states, and his practical skills comes into play in the knowledge management process. This research follows this paradigm in its analysis of knowledge sharing behaviour by architects in the construction industry of the P. R. of China.