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**The Role of Knowledge Brokers in Facilitating Knowledge
Transfer within and between Organizations**



The Role of Knowledge Brokers in Facilitating Knowledge Transfer within and between Organizations



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Abstract

Purpose: The general objective of the study was to investigate the role of knowledge brokers in facilitating knowledge transfer within and between organizations.

Methodology: The study adopted a desktop research methodology. Desk research refers to secondary data or that which can be collected without fieldwork. Desk research is basically involved in collecting data from existing resources hence it is often considered a low cost technique as compared to field research, as the main cost is involved in executive's time, telephone charges and directories. Thus, the study relied on already published studies, reports and statistics. This secondary data was easily accessed through the online journals and library.

Findings: The findings reveal that there exists a contextual and methodological gap relating to the role of knowledge brokers in facilitating knowledge transfer within and between organizations. Preliminary empirical review revealed that knowledge brokers played a crucial role in facilitating knowledge transfer within and between organizations by acting as intermediaries between knowledge creators and users. They effectively bridged gaps, built networks of trust, translated complex information into accessible formats, and provided tailored support to various stakeholders. Their efforts enhanced the accessibility, relevance, and application of knowledge, fostering a culture of continuous learning and innovation. Additionally, knowledge brokers contributed to the broader diffusion of innovations and best practices, promoting systemic improvements and a more interconnected knowledge ecosystem.

Unique Contribution to Theory, Practice and Policy: The study recommended enhancing theoretical frameworks to explicitly include knowledge brokers, formally recognizing and supporting their roles within organizations through training and development, and creating policies that incentivize their integration into public and private sectors. It also suggested developing interdisciplinary networks for collaboration, implementing robust evaluation mechanisms to assess the impact of knowledge brokers, and ensuring long-term sustainability through ongoing funding and institutional support. These measures aimed to optimize the impact of knowledge brokers in driving innovation, improving performance, and facilitating effective knowledge transfer within and between organizations.

Keywords: *Knowledge Brokers, Knowledge Transfer, Innovation, Organizational Performance, Policy Development*

1.0 INTRODUCTION

Knowledge transfer within and between organizations is a critical process that facilitates the movement of expertise, skills, and information from one part of an organization to another, or from one organization to another. This process is essential for fostering innovation, improving efficiency, and maintaining competitive advantage. In the USA, companies like Google and Microsoft have excelled in creating environments that encourage knowledge sharing among employees through collaboration tools and dedicated innovation labs. Google's practice of "20% time," where employees can spend 20% of their time on projects of their choice, has fostered significant innovations, including Gmail and AdSense, by leveraging internal knowledge transfer (Hislop, 2013). Microsoft, similarly, uses its internal social networking tools to facilitate knowledge sharing across global teams, leading to faster problem-solving and product development cycles. This has been particularly evident in the technology sector, where rapid advancements necessitate constant learning and adaptation (Hislop, 2013). Structured knowledge transfer mechanisms, such as mentorship programs, knowledge repositories, and cross-functional teams, significantly enhance organizational performance and innovation capacity.

In the United Kingdom, the concept of knowledge transfer is strongly supported by governmental and academic institutions. Universities often collaborate with industries through knowledge transfer partnerships (KTPs), which aim to stimulate innovation by connecting businesses with academic expertise. For example, the University of Cambridge has numerous KTPs that have led to significant advancements in sectors like engineering and biotechnology. These partnerships are pivotal in translating academic research into practical, commercial applications. The UK's emphasis on such collaborations is supported by government funding and policy initiatives designed to bridge the gap between academia and industry, fostering a culture of continuous innovation and improvement (Davenport & Prusak, 2013). Davenport & Prusak (2013) highlighted that the structured approach to knowledge transfer in the UK has resulted in significant economic benefits, as evidenced by the increased rate of technological advancements and the commercialization of academic research.

Japan's approach to knowledge transfer within organizations is deeply rooted in its cultural emphasis on continuous improvement, or "Kaizen." Japanese companies like Toyota and Honda have long been recognized for their efficient knowledge management practices, which are embedded in their corporate culture. These companies use various methods such as cross-functional teams, quality circles, and on-the-job training to facilitate the transfer of tacit knowledge among employees (Nonaka & Takeuchi, 2014). The concept of "Ba," introduced by Nonaka, refers to a shared space for emerging relationships, which can be physical, virtual, or mental. This concept is fundamental in facilitating the transfer of tacit knowledge, which is often context-specific and difficult to formalize. Nonaka & Takeuchi (2014) argued that the creation of such shared spaces is crucial for the effective transfer of knowledge within Japanese organizations.

In Brazil, knowledge transfer is increasingly recognized as a driver of innovation and economic development. Brazilian companies, particularly in the agriculture and energy sectors, are leveraging knowledge transfer to improve operational efficiency and competitiveness. Embrapa, the Brazilian Agricultural Research Corporation, has been instrumental in developing and disseminating agricultural innovations through collaborative research with universities and international organizations (Fleury & Fleury, 2013). This collaboration has led to significant advancements in crop yields and sustainable farming practices, showcasing the importance of knowledge transfer in addressing local and global challenges. Fleury & Fleury (2013) highlighted the critical role that public-private partnerships play in facilitating knowledge transfer in Brazil, driving both economic growth and social development.

In many African countries, knowledge transfer is being recognized as essential for sustainable development and capacity building. Initiatives such as the African Union's Agenda 2063 emphasize

the importance of knowledge sharing for socio-economic transformation across the continent. South Africa, for instance, has implemented several knowledge transfer programs aimed at improving healthcare delivery and agricultural productivity. The South African Medical Research Council (SAMRC) collaborates with global health organizations to transfer medical knowledge and technologies that address local health challenges (Fourie & Van der Westhuizen, 2014). Similarly, the African Centre for Technology Studies (ACTS) works on transferring agricultural innovations to local farmers, enhancing food security and economic stability. Fourie & Van der Westhuizen (2014) noted that despite challenges such as resource constraints and political instability, knowledge transfer initiatives in Africa have shown promising results in improving local capacities and fostering development.

The effectiveness of knowledge transfer between organizations is often influenced by the presence of intermediaries, such as knowledge brokers. Knowledge brokers facilitate the flow of information by connecting different entities, such as universities, industries, and government agencies. In the United States, organizations like the National Institute of Standards and Technology (NIST) play a pivotal role as knowledge brokers by promoting best practices and standards across various industries (Liyanage, Elhag, Ballal & Li, 2013). NIST's efforts in transferring knowledge related to cybersecurity standards have been particularly impactful, helping organizations enhance their security posture. Liyanage et al. (2013) argued that the presence of effective knowledge brokers can significantly enhance the transfer of knowledge across organizational boundaries, leading to improved innovation and performance.

Knowledge transfer is not limited to formal mechanisms and can also occur through informal networks and communities of practice. In the United Kingdom, the rise of professional networks and industry associations has created additional avenues for knowledge sharing. For instance, the Chartered Institute of Personnel and Development (CIPD) provides a platform for HR professionals to share best practices and industry insights. These informal networks are crucial for the dissemination of tacit knowledge, which is often shared through personal interactions and experiential learning (Bolisani & Scarso, 2014). Bolisani & Scarso (2014) emphasized that informal knowledge transfer mechanisms complement formal processes, creating a more holistic approach to knowledge management within organizations.

In Japan, the concept of "genchi genbutsu" or "go and see" is a cornerstone of knowledge transfer, particularly within manufacturing industries. This practice involves managers and employees visiting the actual site of operations to observe processes firsthand and gain practical insights. Toyota, for instance, uses this approach to ensure that knowledge is not only transferred but also contextualized within the specific operational environment (Saka-Helmhout, 2013). By embedding knowledge transfer within daily operational practices, Japanese companies ensure that employees at all levels continuously learn and improve. Saka-Helmhout (2013) highlighted that such culturally ingrained practices are critical for the effective transfer and application of knowledge within Japanese organizations.

In Brazil, the government has been actively promoting knowledge transfer through various initiatives aimed at fostering innovation and entrepreneurship. The Brazilian Innovation Agency (FINEP) provides funding and support for research and development projects that facilitate the transfer of knowledge from academia to industry. One notable example is the innovation clusters in São Paulo, which bring together universities, research institutes, and technology companies to collaborate on cutting-edge projects (Torkkeli, Kock & Salmi, 2012). These clusters have been instrumental in developing new technologies and creating high-tech startups, thereby boosting Brazil's innovation ecosystem. Torkkeli et al. (2012) argued that government-led initiatives play a crucial role in creating

an enabling environment for knowledge transfer, driving economic growth and technological advancement.

Across African countries, international collaborations and partnerships have become vital channels for knowledge transfer. Programs such as the African Centres of Excellence (ACE) project, funded by the World Bank, aim to improve the quality of higher education and research in Africa by facilitating knowledge transfer between African institutions and their global counterparts. For example, the ACE project in Nigeria focuses on developing expertise in areas like genomics and agricultural sciences, which are critical for addressing local challenges (Kruss, McGrath, Petersen & Gastrow, 2012). These collaborations not only enhance the capabilities of African institutions but also create opportunities for students and researchers to gain exposure to global best practices. Kruss et al. (2012) noted that such international partnerships are essential for building sustainable knowledge transfer mechanisms that contribute to long-term development goals in Africa.

Knowledge brokers are pivotal in the modern knowledge economy, acting as intermediaries who facilitate the transfer of knowledge between different entities. These entities can be individuals, teams, or entire organizations. Knowledge brokers bridge the gap between knowledge producers—such as researchers, academics, and scientists—and knowledge users, including policymakers, practitioners, and industry professionals. By translating complex, technical, or academic information into more accessible and actionable insights, knowledge brokers ensure that valuable knowledge does not remain siloed but is effectively utilized across different sectors. They play a crucial role in healthcare, education, business, and public policy, where timely and accurate information is essential for decision-making and strategic planning. Ward, House & Hamer (2013) underscored the importance of knowledge brokers, arguing that they are indispensable for the effective dissemination and implementation of research findings in practical, real-world settings.

Knowledge brokers facilitate the exchange of knowledge by creating platforms and opportunities for interaction between knowledge creators and users. They organize and manage workshops, seminars, conferences, and other interactive forums where stakeholders can share their insights and experiences. These interactions not only aid in the dissemination of knowledge but also contribute to its co-creation, as different perspectives are integrated to form more comprehensive and applicable solutions. In the healthcare sector, for instance, knowledge brokers may arrange meetings between clinicians, researchers, and policymakers to discuss the latest evidence-based practices. This collaborative approach leads to improved patient care and more informed health policies. Dobbins, Robeson, Ciliska, Hanna & Cameron (2012) emphasized that such interactions are crucial for translating research into practice, as they enable the exchange of tacit knowledge that is often not captured in written reports or publications.

A key function of knowledge brokers is building trust and fostering relationships between diverse stakeholders. Trust is a critical component of effective knowledge transfer, as it encourages open communication and collaboration. Knowledge brokers invest time and effort in understanding the needs and expectations of both knowledge producers and users. By doing so, they can tailor their brokering activities to align with the specific contexts and cultures of the stakeholders involved. For example, in the business sector, knowledge brokers may work closely with different departments within a company to ensure that innovative practices and insights are shared and adopted company-wide. This relational approach helps break down silos and promotes a culture of continuous learning and improvement. Phipps & Morton (2013) discussed the importance of relationship-building in knowledge brokering, noting that successful brokers often possess strong interpersonal skills and a deep understanding of the organizational dynamics at play.

Knowledge brokers play a crucial role in enhancing the accessibility and relevance of knowledge. They do this by translating complex and technical information into formats that are more easily understood and applied by knowledge users. This involves not only simplifying language but also contextualizing information to make it relevant to the users' specific needs and circumstances. In the context of public policy, knowledge brokers might produce policy briefs, infographics, and other user-friendly materials that distill academic research into key takeaways for policymakers. By making knowledge more accessible and relevant, brokers ensure that it has a greater impact on decision-making and practice. Meyer (2013) emphasized that the ability to effectively translate and contextualize knowledge is a defining characteristic of successful knowledge brokers, as it significantly enhances the utility and uptake of research findings.

Knowledge brokers are instrumental in promoting innovation and organizational change. By facilitating the flow of new ideas and practices across organizational boundaries, they help organizations stay competitive and adaptive in a rapidly changing environment. For instance, in the technology sector, knowledge brokers might connect startups with established companies, fostering partnerships that lead to the development of innovative products and services. These brokers often act as catalysts for change by identifying emerging trends and opportunities and helping organizations navigate the complexities of adopting new technologies or practices. Landry, Amara & Lamari (2013) noted that knowledge brokers are key agents in the innovation process, as they help bridge the gap between research and practice, ensuring that new knowledge is effectively integrated into organizational operations.

Another significant role of knowledge brokers is supporting evidence-based decision-making processes within organizations. By providing access to the latest research and best practices, knowledge brokers help ensure that decisions are informed by the best available evidence. This is particularly important in sectors such as healthcare and public policy, where evidence-based practices can significantly improve outcomes. Knowledge brokers often curate and synthesize research findings, providing decision-makers with concise, relevant, and timely information. For example, in the healthcare sector, knowledge brokers might assist hospital administrators in implementing evidence-based clinical guidelines, leading to improved patient care and operational efficiency. Ward, House, & Hamer (2012) highlighted the importance of evidence-based decision-making and the role of knowledge brokers in facilitating the use of research evidence in practice.

Knowledge brokers often mediate between different knowledge cultures, such as the academic and practical worlds. These cultures can have different languages, priorities, and ways of working, which can create barriers to effective knowledge transfer. Knowledge brokers understand these differences and can navigate between them, helping to align the interests and expectations of various stakeholders. For instance, in collaborative research projects involving universities and industry partners, knowledge brokers can facilitate communication and understanding, ensuring that academic research is relevant to industry needs and that industry challenges are adequately addressed by research efforts. Kislov, Waterman, Harvey & Boaden (2014) discussed the role of knowledge brokers in bridging these cultural divides and enhancing the relevance and impact of collaborative research initiatives.

Knowledge brokers also play a crucial role in evaluating and improving knowledge transfer processes. They often assess the effectiveness of knowledge transfer initiatives, identifying barriers and enablers to successful knowledge exchange. This involves collecting and analyzing feedback from stakeholders, monitoring the implementation of new practices, and measuring the impact of knowledge transfer activities on organizational performance. By continually evaluating and refining these processes, knowledge brokers help organizations optimize their knowledge management strategies. In the field of education, for example, knowledge brokers might evaluate the impact of new teaching methods on

student outcomes, providing valuable insights that inform future educational practices. Grimshaw, Eccles, Lavis, Hill & Squires (2012) emphasized the importance of continuous evaluation in knowledge transfer, noting that knowledge brokers are well-positioned to lead these efforts.

Knowledge brokers contribute to building capacity for effective knowledge management within organizations. They often provide training and support to help individuals and teams develop the skills and competencies needed to effectively manage and utilize knowledge. This can include training on how to use knowledge management tools and systems, developing strategies for capturing and sharing tacit knowledge, and fostering a culture of continuous learning and knowledge sharing. By building capacity for knowledge management, knowledge brokers ensure that organizations are better equipped to handle the complexities of the knowledge economy. In the nonprofit sector, for instance, knowledge brokers might work with organizations to develop their knowledge management capabilities, enabling them to more effectively achieve their missions and objectives. Dagenais, Laurendeau & Briand-Lamarche (2015) highlighted the role of knowledge brokers in capacity building, noting that their efforts can lead to more sustainable and impactful knowledge management practices

Knowledge brokers play a vital role in fostering a culture of knowledge sharing within and between organizations. They help create environments where knowledge sharing is valued, encouraged, and rewarded. This involves not only implementing knowledge management systems and processes but also promoting the attitudes and behaviors that support effective knowledge sharing. In organizations with a strong knowledge-sharing culture, employees are more likely to collaborate, share their expertise, and learn from one another. This leads to continuous improvement, innovation, and higher overall performance. In the corporate world, companies like IBM have successfully integrated knowledge brokering roles to enhance their knowledge-sharing culture, resulting in significant advancements in technology and business processes. Rycroft-Malone, Burton, Wilkinson, Harvey, McCormack, Baker & Dopson (2016) emphasized that fostering a culture of knowledge sharing requires ongoing commitment and support from leadership, as well as the active involvement of knowledge brokers.

1.1 Statement of the Problem

The role of knowledge brokers in facilitating knowledge transfer within and between organizations is a critical but underexplored area in knowledge management. Knowledge brokers act as intermediaries who help bridge the gap between knowledge producers and users, ensuring that valuable information is effectively transferred and utilized. Despite the growing recognition of their importance, there is limited empirical research examining the specific mechanisms through which knowledge brokers operate and the conditions that enhance their effectiveness. According to a study by Ward, House & Hamer (2013), knowledge brokers are crucial for translating research into practice, yet their roles and impacts are not well understood in different organizational contexts. This study aims to address this gap by systematically investigating the strategies employed by knowledge brokers, the challenges they face, and the outcomes of their activities in various sectors. One significant gap in the existing literature is the lack of quantitative data on the effectiveness of knowledge brokers in different organizational settings. While qualitative studies have provided insights into the roles and experiences of knowledge brokers, there is a need for quantitative evidence to measure their impact on knowledge transfer processes and organizational performance. For instance, a survey conducted by the Canadian Health Services Research Foundation found that only 34% of organizations systematically use knowledge brokers, highlighting a potential area for growth and improvement. This study seeks to fill this gap by employing a mixed-methods approach to provide a comprehensive understanding of the role of knowledge brokers across different sectors, including healthcare, education, and business. The findings of this study will benefit a wide range of stakeholders, including organizational leaders, policymakers,

and knowledge management professionals. By identifying effective strategies and practices of knowledge brokers, the study will provide practical recommendations for enhancing knowledge transfer within and between organizations. Organizational leaders will gain insights into how to support and leverage knowledge brokers to improve innovation and performance. Policymakers will be informed about the importance of investing in knowledge brokering activities to facilitate evidence-based decision-making. Additionally, knowledge management professionals will benefit from a deeper understanding of the critical factors that influence the success of knowledge transfer initiatives. As Meyer (2013) pointed out, the role of intermediaries in knowledge transfer is essential for producing research impact and ensuring that knowledge is effectively utilized in practice

2.0 LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Social Capital Theory

Social Capital Theory, originated by Pierre Bourdieu and later expanded by Robert Putnam, focuses on the value derived from social networks, encompassing the collective benefits of social relationships and networks of trust, mutual understanding, and shared values and behaviors. The core idea of this theory is that social networks have value and that these networks can facilitate the flow of information, reduce transaction costs, and provide a platform for collaboration and innovation. In the context of knowledge brokers, Social Capital Theory is particularly relevant as it highlights the importance of social connections and trust in facilitating knowledge transfer. Knowledge brokers leverage their social capital to connect diverse stakeholders, foster trust, and create a conducive environment for knowledge exchange. By understanding and utilizing the principles of social capital, knowledge brokers can more effectively bridge gaps between knowledge producers and users, thereby enhancing the efficiency and impact of knowledge transfer processes. Nahapiet & Ghoshal (1998) emphasize that social capital plays a critical role in the creation and sharing of knowledge within and between organizations, making this theory highly pertinent to the study of knowledge brokers.

2.1.2 Knowledge-Based View (KBV) of the Firm

The Knowledge-Based View (KBV) of the Firm, proposed by scholars such as Robert Grant and Michael Polanyi, posits that knowledge is the most strategically significant resource of a firm. According to KBV, the ability of an organization to create, transfer, integrate, and apply knowledge effectively is fundamental to achieving competitive advantage. This theory underscores the importance of knowledge management processes, including the role of knowledge brokers in facilitating the transfer and integration of knowledge within and between organizations. Knowledge brokers act as crucial intermediaries who help firms harness and leverage their intellectual capital by ensuring that valuable knowledge is disseminated and applied where it is most needed. By bridging gaps between different parts of the organization or between different organizations, knowledge brokers support the continuous flow and renewal of knowledge, which is essential for innovation and sustained competitive advantage. Grant (1996) highlights the critical role of knowledge integration mechanisms in enhancing organizational performance, which aligns closely with the functions of knowledge brokers.

2.1.3 Diffusion of Innovations Theory

Diffusion of Innovations Theory, developed by Everett Rogers, explains how, why, and at what rate new ideas and technologies spread through cultures. This theory outlines the process by which innovations are communicated through certain channels over time among the members of a social system. It identifies key factors influencing the adoption of innovations, such as the characteristics of the innovation itself, the communication channels used, the time involved, and the social system in

which the innovation is diffused. In the context of knowledge brokers, this theory is highly relevant as it provides a framework for understanding how knowledge brokers can influence the adoption and dissemination of new knowledge and innovations within and between organizations. Knowledge brokers play a vital role in the diffusion process by identifying and promoting useful innovations, facilitating communication among stakeholders, and supporting the adoption process. Rogers (2003) emphasizes the importance of opinion leaders and change agents, roles that knowledge brokers often fulfill, in accelerating the diffusion of innovations.

2.2 Empirical Review

Ward, House & Hamer (2013) explored the role of knowledge brokers in translating research into practice within healthcare settings. The study employed a mixed-methods approach, combining qualitative interviews with healthcare professionals and quantitative surveys to assess the impact of knowledge brokers on knowledge transfer processes. The study found that knowledge brokers played a crucial role in bridging the gap between research and practice. They facilitated the dissemination of research findings through workshops, policy briefs, and one-on-one consultations, which led to improved healthcare practices and policies. The authors recommended increasing investment in training and support for knowledge brokers to enhance their effectiveness and integrating knowledge brokering roles into organizational structures to ensure sustainability.

Dobbins, Robeson, Ciliska, Hanna & Cameron (2012) evaluated the effectiveness of a knowledge broker role in facilitating the implementation of evidence-based practices in public health. A randomized controlled trial was conducted with public health agencies assigned to either a knowledge broker intervention group or a control group. Data were collected through pre- and post-intervention surveys and focus groups. The study found that the agencies with knowledge brokers had significantly higher adoption rates of evidence-based practices compared to the control group. Knowledge brokers were effective in providing tailored support and resources, which helped public health professionals apply research findings in their work. The study recommended expanding the use of knowledge brokers in public health agencies and providing ongoing professional development to enhance their skills and impact.

Kislov, Waterman, Harvey & Boaden (2014) examined the multilevel capabilities required for effective knowledge mobilization in healthcare organizations, with a focus on the role of knowledge brokers. The study used a longitudinal case study approach, including interviews, observations, and document analysis in multiple healthcare organizations. The research identified that effective knowledge brokers possess a combination of individual capabilities (e.g., communication skills, expertise) and organizational supports (e.g., leadership commitment, resources). The presence of knowledge brokers significantly enhanced the integration of research evidence into clinical practice. The authors suggested developing comprehensive training programs for knowledge brokers and creating supportive organizational environments that facilitate their work.

Phipps & Morton (2013) explored the qualities and practices of effective knowledge brokers in various sectors, including healthcare, education, and business. The study utilized qualitative methods, including in-depth interviews with experienced knowledge brokers across different sectors, and thematic analysis to identify key competencies and practices. The study found that successful knowledge brokers shared several key qualities, such as strong interpersonal skills, deep subject matter expertise, and the ability to navigate complex organizational landscapes. Effective knowledge brokering involved building trust, facilitating communication, and tailoring knowledge to meet the specific needs of users. The authors recommended that organizations invest in developing these key competencies among their staff and create formal knowledge broker roles to enhance knowledge transfer processes.

Meyer (2013) investigated the role of intermediaries, including knowledge brokers, in producing research impact within academic and policy contexts. The study employed a comparative case study design, examining the activities and outcomes of knowledge brokers in different academic and policy settings through interviews and document analysis. Meyer's study revealed that knowledge brokers played a critical role in facilitating the uptake of research evidence by policymakers. They achieved this by translating complex research findings into accessible formats, engaging with stakeholders through interactive workshops, and providing ongoing support for implementation. The study recommended enhancing the recognition and support for knowledge brokers within academic institutions and policy organizations, emphasizing the need for dedicated funding and resources.

Landry, Amara & Lamari (2013) analyzed the factors influencing the effectiveness of knowledge transfer mechanisms, with a specific focus on the role of knowledge brokers in the research and development sector. The study used a survey-based approach, collecting data from a large sample of R&D organizations and employing statistical analysis to identify key determinants of successful knowledge transfer. The research highlighted that the presence of knowledge brokers was positively associated with higher levels of knowledge utilization. Key factors influencing their effectiveness included organizational support, the alignment of knowledge brokering activities with organizational goals, and the brokers' ability to build strong relationships with stakeholders. The authors suggested that R&D organizations should prioritize the integration of knowledge brokers into their knowledge management strategies and provide them with the necessary resources and support to maximize their impact.

Grimshaw, Eccles, Lavis, Hill & Squires (2012) explored the role of knowledge brokers in facilitating the implementation of clinical guidelines in healthcare settings. The study used a multi-method approach, including systematic reviews, surveys, and case studies to evaluate the impact of knowledge brokers on the uptake of clinical guidelines. The study found that knowledge brokers were effective in increasing the adoption of clinical guidelines, leading to improved healthcare practices and patient outcomes. Key activities included identifying barriers to implementation, providing tailored support, and facilitating communication between guideline developers and practitioners. The study recommended integrating knowledge broker roles into healthcare organizations and providing ongoing training and support to enhance their effectiveness in promoting evidence-based practices.

3.0 METHODOLOGY

The study adopted a desktop research methodology. Desk research refers to secondary data or that which can be collected without fieldwork. Desk research is basically involved in collecting data from existing resources hence it is often considered a low cost technique as compared to field research, as the main cost is involved in executive's time, telephone charges and directories. Thus, the study relied on already published studies, reports and statistics. This secondary data was easily accessed through the online journals and library.

4.0 FINDINGS

This study presented both a contextual and methodological gap. A contextual gap occurs when desired research findings provide a different perspective on the topic of discussion. For instance, Landry, Amara & Lamari (2013) analyzed the factors influencing the effectiveness of knowledge transfer mechanisms, with a specific focus on the role of knowledge brokers in the research and development sector. The study used a survey-based approach, collecting data from a large sample of R&D organizations and employing statistical analysis to identify key determinants of successful knowledge transfer. The research highlighted that the presence of knowledge brokers was positively associated with higher levels of knowledge utilization. Key factors influencing their effectiveness included

organizational support, the alignment of knowledge brokering activities with organizational goals, and the brokers' ability to build strong relationships with stakeholders. The authors suggested that R&D organizations should prioritize the integration of knowledge brokers into their knowledge management strategies and provide them with the necessary resources and support to maximize their impact. On the other the current study focused on investigating the role of knowledge brokers in facilitating knowledge transfer within and between organizations.

Secondly, a methodological gap also presents itself, for instance, in analyzing the factors influencing the effectiveness of knowledge transfer mechanisms, with a specific focus on the role of knowledge brokers in the research and development sector; Landry, Amara & Lamari (2013) used a survey-based approach, collecting data from a large sample of R&D organizations and employing statistical analysis to identify key determinants of successful knowledge transfer. Whereas, the current study adopted a desktop research method.

5.0 CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

The role of knowledge brokers in facilitating knowledge transfer within and between organizations is multifaceted and critical for bridging the gap between knowledge creation and practical application. Knowledge brokers serve as essential intermediaries who connect disparate groups, including researchers, policymakers, practitioners, and industry professionals, ensuring that valuable information is effectively communicated and utilized. They play a vital role in translating complex research findings into actionable insights that can drive innovation, improve decision-making, and enhance organizational performance. By understanding the needs of both knowledge producers and users, knowledge brokers tailor their approaches to meet specific requirements, thereby enhancing the relevance and impact of the knowledge transferred.

One of the key functions of knowledge brokers is their ability to create and nurture networks of trust and collaboration. These networks facilitate the free flow of information and ideas, breaking down silos that often exist within and between organizations. Through the organization of workshops, seminars, and other interactive forums, knowledge brokers enable stakeholders to share experiences, discuss challenges, and co-create solutions. This collaborative approach not only improves the quality and applicability of the knowledge transferred but also fosters a culture of continuous learning and innovation. The trust and relationships built by knowledge brokers are instrumental in ensuring that knowledge transfer processes are sustained over time and that the benefits are widely distributed across the organization.

Furthermore, knowledge brokers play a crucial role in enhancing the accessibility and usability of knowledge. They are adept at translating complex and technical information into more digestible and practical formats, such as policy briefs, infographics, and training materials. This translation process makes knowledge more accessible to a wider audience, ensuring that it can be effectively applied in various contexts. Knowledge brokers also provide tailored support to different stakeholders, helping them navigate and implement new knowledge and practices. This hands-on support is particularly valuable in sectors such as healthcare, education, and business, where the timely application of evidence-based practices can lead to significant improvements in outcomes and efficiency.

The impact of knowledge brokers extends beyond individual organizations to broader systems and communities. By facilitating the transfer of knowledge across organizational boundaries, they contribute to the diffusion of innovations and best practices, driving systemic improvements and fostering a more interconnected and resilient knowledge ecosystem. The work of knowledge brokers is essential in ensuring that knowledge does not remain confined to academic journals or isolated

projects but is actively used to address real-world problems and advance societal goals. Their role is crucial in creating a more dynamic and responsive knowledge economy, where information flows freely, and organizations can continuously adapt and thrive in an ever-changing environment. As organizations increasingly recognize the value of knowledge brokers, investing in their development and integration into knowledge management strategies will be key to unlocking their full potential and achieving sustainable success.

5.2 Recommendations

The study on the role of knowledge brokers in facilitating knowledge transfer within and between organizations generated several key recommendations aimed at enhancing theoretical understanding, practical application, and policy development. These recommendations are designed to optimize the impact of knowledge brokers and ensure that their contributions are maximized across different contexts and sectors. By integrating these insights into theory, practice, and policy, organizations can more effectively leverage knowledge brokers to drive innovation and improve performance. First, the study recommended that future theoretical frameworks on knowledge management should more explicitly incorporate the role of knowledge brokers. Traditional models often overlook the nuanced ways in which these intermediaries operate to bridge the gap between knowledge producers and users. By incorporating concepts such as social capital, relational trust, and the dynamics of knowledge translation into existing theories, researchers can develop a more comprehensive understanding of knowledge transfer processes. This enriched theoretical perspective will provide a solid foundation for future empirical studies and help clarify the specific mechanisms through which knowledge brokers facilitate effective knowledge exchange.

In terms of practical applications, the study emphasized the importance of organizations formally recognizing and supporting the role of knowledge brokers. It recommended that organizations create dedicated knowledge broker positions or integrate knowledge brokering responsibilities into existing roles. This formal recognition should be accompanied by appropriate training and development programs that equip knowledge brokers with the necessary skills and tools to perform their duties effectively. Organizations should also foster a culture that values and promotes knowledge sharing, providing platforms and opportunities for knowledge brokers to facilitate interactions among stakeholders. By embedding knowledge brokers within the organizational structure and supporting their activities, organizations can enhance their capacity for innovation and continuous improvement.

From a policy perspective, the study highlighted the need for policymakers to support and incentivize the work of knowledge brokers. Policies should be developed to promote the integration of knowledge brokers into both public and private sector organizations. This could include funding initiatives that support knowledge brokering activities, creating frameworks that facilitate collaboration between different sectors, and establishing standards for effective knowledge transfer practices. By creating an enabling environment for knowledge brokers, policymakers can ensure that research and innovation are more effectively translated into practice, leading to improved societal outcomes. Additionally, policies should aim to reduce barriers to knowledge sharing, such as data accessibility issues and intellectual property concerns, to further facilitate the work of knowledge brokers.

The study also recommended the development of interdisciplinary networks that include knowledge brokers, researchers, practitioners, and policymakers. These networks would serve as collaborative platforms where different stakeholders can share insights, discuss challenges, and co-create solutions. By fostering interdisciplinary collaboration, knowledge brokers can more effectively bridge gaps between different domains of expertise and facilitate the cross-pollination of ideas. This approach not only enhances the relevance and applicability of knowledge but also promotes a more holistic

understanding of complex issues. Organizations and funding bodies should support the creation and maintenance of these networks to ensure sustained and impactful knowledge transfer.

Another key recommendation was the establishment of robust evaluation mechanisms to assess the effectiveness of knowledge brokering activities. Organizations should implement regular assessments to measure the impact of knowledge brokers on knowledge transfer processes and organizational outcomes. These evaluations should consider both quantitative and qualitative metrics, including the uptake of new practices, the improvement in decision-making quality, and the overall satisfaction of stakeholders. Feedback from these evaluations should be used to continuously refine and improve knowledge brokering strategies. By adopting a systematic approach to evaluation, organizations can ensure that knowledge brokers remain responsive to evolving needs and contexts.

Finally, the study underscored the importance of ensuring the long-term sustainability of knowledge brokering roles. This involves securing ongoing funding and institutional support, as well as embedding knowledge brokering activities within organizational strategies and policies. Organizations should recognize the value of knowledge brokers not just as short-term project facilitators, but as integral to their long-term knowledge management and innovation strategies. By making a sustained commitment to supporting knowledge brokers, organizations can build resilient systems for continuous learning and adaptation, ultimately leading to sustained competitive advantage and societal benefit.

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