Moderator Effects of Proactive Knowledge Transfer Among Knowledge Transfer Usefulness, Management, and Innovation: A Study of Knowledge Innovation Effective Model Construction

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ABSTRACT

The purpose of this study was trying to explore the influence and relationship between knowledge transfer usefulness, management, initiative, and innovation. The instrument was constructed through literature review and related research scales. Total 26 items were retrieved from related study and modified dependent on exports’ recommendations. Total 1,012 valid data were collected based on judgment sampling. The Cronbach’s α of instrument was ranged from .878 to .948. The construction validity test was passed. The analysis result shows that knowledge management play strong partial mediator role between knowledge transfer usefulness and knowledge innovation, meanwhile, knowledge transfer usefulness was also the important predictor to knowledge innovation. Hence, the proactive knowledge transfer has moderation effects between knowledge management and knowledge innovation. The research model was established and some conclusions and suggestions were discussed base on the research findings.

KEYWORDS
Knowledge Innovation, Knowledge Management, Knowledge Transfer, Mediator, Moderator

INTRODUCTION

In the Knowledge-Based Economy Era, information and knowledge considered as major forces driving economic development, and the core value of economic and society (Braun & Hadwiger, 2011; Lofaro & Mansingh, 2016; Prahalad & Hamel, 1990; Zuboff, 1996). Hence, the connection between effective knowledge management and competitive advantage more closely. Further, the knowledge acquisition and knowledge transfer were prerequisites for learning and innovation (Blome, Schoenherr & Eckstein, 2014; Hamel & Prahalad, 1994; Marouf & Khalil, 2015; Nonaka, 1994; Spender & Grant, 1996). It reflected that the importance and effectiveness of knowledge management was the key factor to affect organization’s competitiveness.
Goodman and Darr (1999) point out that the environment and conditions of knowledge transfer was important factor for person within an organization. It was important to create a happy sharing culture prior to implement knowledge management. Indeed, as mentioned above, knowledge acquisition and its’ transfer was foundation and key success factor for learning and innovation. Meanwhile, the approach of knowledge implementation and process become critical step for knowledge transfer more effectively. Because of organizational knowledge transfer achievement including distribute the best solution and experience (Szulanski, 1996), product R & D (Hansen, 1999), fast learning (Darr, Argote, & Epple, 1995), and organization development (Head, Sorensen, Baum, & Preston, 1998). Previous studies focused on the correlation between organizations, within an organization or at individual level. Yet, scholars noted that the informal knowledge transfer approach on individual level within an organization would influence the effectiveness of organizational knowledge transfer (Kalid & Mahmood, 2010; Stadler & Fullagar, 2016). Meanwhile, the knowledge transfer approach had chosen by individual relay on their social network (Smith, 2009). The support or resource from management and the infrastructure of knowledge transfer mechanism would influence individual’s motivation (Europe Communities, 2007; Pike, May & Turner, 2007). From the perspective of Li and Zhu (2009), it could reach organizational knowledge innovation dependent on members’ knowledge transfer activities. Oserloh and Frey (2009) found that the intrinsic power of organization was the major force to drive individual’s Proactive Knowledge Transfer in practice. Thus, it would facilitate knowledge transfers activities in an organization via individual’s social network, management level support, and infrastructure. However, a gap emerged in discuss the relationships among knowledge transfers initiative, knowledge transfers Usefulness, knowledge management, and knowledge innovation, especially on the moderator effects of knowledge transfers initiative among knowledge management and knowledge innovation. Therefore, this study intended to construct a Knowledge Innovation Effective Model to explore the relationships among those factors mentioned above.

LITERATURE REVIEW AND HYPOTHESES

Knowledge Transfer

SECI Model

Knowledge would subdivided into explicit knowledge and tacit knowledge (Nonaka & Takeuchi, 1995). The explicit knowledge described in formal and systematic language, printed document, or electronic media explicitly (Smith, 2001). Meanwhile, it was easy to explore and storage, and interpreted or shared by data, scientific formulas, specifications, manuals, guides and so on. Inversely, tacit knowledge was highly personalized concepts, and difficult to imitate or conveyed formally, e.g. subjective insights, intuitions, and hunches (Smith, 2001). Sometimes, the mind or behavior of individual as tacit knowledge cannot be understood for others people. Based on this classification of knowledge into explicit and tacit knowledge, a Knowledge Transfer SECI model proposed by Nonaka and Takeuchi (1995). They presented the associations between explicit knowledge and tacit knowledge during knowledge transfer process. By using this model, they identified for knowledge transfer modes among explicit and tacit knowledge transfer described as the following:

- Socialization (From Tacit Knowledge to Tacit Knowledge): Socialization means a process to generate new tacit knowledge through experience sharing. It called ‘Resonant Knowledge’ as well. New tacit knowledge generated via informal experience exchange, yet, it can enhance members’ ability and competency;
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