The Relationships among Market Orientation, Knowledge Management and Organizational Performance: The Mediating Effects of Organizational Learning Capability and Organizational Change Capability

ABSTRACT
In the era of market-oriented and knowledge-based economy, the market-oriented and knowledge management is one of the strategic choices of enterprises to maintain a competitive advantage. The purpose of this study is to construct and empirically assess the relationships among market orientation, knowledge management, organizational learning capability, organizational change capability, and organizational performance. A survey was conducted among 500 Taiwan enterprises using the convenience sampling method, yielding 243 valid questionnaires, with an effective rate of 48.6%. Data were collected through SPSS and AMOS statistical software, and hypothesis testing was employed. The results found that market orientation has a positive and significant impact on organizational change capability and organizational learning capability; knowledge management also has a positive and significant impact on these capabilities. Organizational change capability partially mediates the relationship between market orientation and organizational performance, and organizational learning capability also partially mediates between knowledge management and organizational performance. Finally, the results of this study are discussed, along with the research contributions, implications, limitations, and future research recommendations.

Keywords: Market Orientation, Knowledge Management, Organizational Change Capability, Organizational Learning Capability, Organizational Performance

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