

A study of the Effects of Organizational Culture and Organizational Memory on Organizational Performance - CHI MEI corpo

鄭玉琳、晁瑞明

E-mail: 9222605@mail.dyu.edu.tw

ABSTRACT

Knowledge is the most important capital for corporation; managing Knowledge is the most important capital for corporation; managing knowledge effectively is the critical factors for enterprise to promote their competence. The storage capacity and applied management culture from inner or outer knowledge on the organizational memory (OM) will be the main purpose. Nowadays, although people think organizational culture (OC) in knowledge management field can promote the organizational performance (OP), organizational memory ignoring will cause total quality down and knowledge management processing barriers. In this paper, we discuss the relationship between OM, OP, and the types of OC in the following conditions: does OC influence the OM when the types of OC are different; does the OP has been influenced when OM change with OC? With this study, it is expected that we can help organization to find out the best way to management OC and OM. Empirical study of proposing model is based on the production of CHIMEI enterprise groups (food, plastics, electron, and hospital).

Keywords : Organization Culture, Organization Memory, Organization Performance, Knowledge Management

Table of Contents

第一章 緒論 第一節 研究背景及動機	1 第二節 研究目的	3 第
三節 研究流程	4 第四節 論文架構	5 第二章 文獻探討
第一節 組織文化	6 第二節 組織記憶	19 第三節 組織績效
變數及操作型定義	27 第三章 研究方法 第一節 研究架構	43 第二節 研究之
51 第五節 資料分析方法	44 第三節 研究假設	49 第四節 研究工具
67 第二節 樣本敘述性統計資料分析	66 第四章 資料分析 第一節 樣本回收情況	69 第三節 組織文化與產業別
73 第四節 組織記憶與產業別	76 第五節 組織績效與產業別	78 第六節
組織文化與組織記憶之分析	80 第七節 組織文化、組織記憶與組織績效之分析	85 第五章 結論 第一節 研
研究結論	87 第二節 建議	92 第三節 後續研究建議
94 第四節 研究貢獻	95 第五節 研究限制	
95 參考文獻	97 附錄	106

REFERENCES

- 中文部分: 1. ARC遠擎管理顧問公司策略績效事業部。《策略核心組織-以平衡計分卡有效執行企業策略》，台北:臉譜，民91。 原書:Kaplan, R.S. and Norton D.P. [2001]. The Strategy-focused organization: how balanced scorecard companies thrive in the new business environment. 2. Schein E. H.著，陳千玉譯，組織文化與領導，台北:五南圖書，民85。 3. Robert S. Kaplan & David P. Norton，朱道凱譯，平衡計分卡，臉譜文化事業股份有限公司，民88年6月。 4. Robert S. Kaplan & David P. Norton，高翠霜譯，哈佛商業評論，天下遠見出版股份有限公司，民89年4月。 5. 王文英與廖韻淳，新產品開發之管理與績效評估及獎勵制度 - 以仁寶電腦為例(上)，會計研究月刊，第178期，第49-55頁，民89年9月。 6. 江玲譯，塑造企業文化，台北:經濟與生活出版事業。(Deal & Kennedy 原著)，民73年。 7. 江錦樺，人格特質與組織文化之適配性對工作績效之影響 - 以高科技F公司為例，中央大學人力資源管理研究所碩士論文，民90。 8. 河野豐弘著，彭德中譯，改造企業文化，台北:遠流，民83。 9. 吳知賢，組織文化剖析，研考雙月刊，第十八卷，第2期，第45~60頁，民83。 10. 吳淑鈴，企業特性、人力資源管理措施與知識導向文化關係之研究，中山大學人力資源管理研究所碩士論文，民90。 11. 吳思華，策略九說，台北:麥田出版社，民87。 12. 邱正翰，企業知識管理架構通用模式之初期探討研究，臺灣大學工業工程學研究所碩士論文，民90。 13. 林澄貴，「知識管理、工程專業人員核心能力與工作績效關係之研究-以中鋼公司為例」，中山大學人力資源管理研究所碩士論文，民90。 14. 彭若青，「知識管理傳承組織文化與記憶」，管理雜誌第315期，pp:88-90。 15. 楊清閔，「知識活動下的人力資源策略」，政治大學企業管理研究所碩士論文，民89。 16. 翁睿廷，「跨文化因素與人力資源管理策略相關性研究 - 以台商在大陸地區子公司為例」，義守大學管理科學研究所碩士論文，民91。 17. 蔡明達，「市場資訊處理程序與組織記憶對行銷創新影響之研究」，政治大學企業管理研究所碩士論文，

民89。18. 董景郁, 「多國籍企業組織知識管理模式及實證研究」, 雲林科技大學企業管理技術研究所, 民89。19. 陳明璋, 「平衡計分卡在中小企業的應用」, 台北大學企研所碩士論文, 民89。20. 孫淑芬, 「工作動機對工作滿意、個人績效及組織公民行為的影響 - 探索組織文化的干擾效果」, 中央大學人力資源管理研究所碩士論文, 民90。21. 孫顯嶽, 「組織特性、績效評估與員工態度關係之研究」, 國立中央大學人力資源管理研究所碩士論文, 民87。22. 張瑞明, 「遽變時代下的人力資源管理」, 工商時報, 民國89年10月18日, 民89。23. 盧偉斯, 「組織學習做為知識管理理論的初探」, 人事月刊第32卷第六期190, pp:39-45。24. 譚大純、劉廷揚、蔡明洲, 「知識管理文獻之回顧與分類」, 中華民國科技管理研討會, 中山大學企業管理學系, 1999。25. 龔詩哲, 「組織文化及經營策略與企業進行電子商務應用關係之研究」, 大葉大學資訊管理研究所碩士論文, 民88。英文部分: 1. Baron, R. A., "Behavior in Organizations." 7th ed. New Jersey: Prentice Hall, 1997. 2. Bonara, E.A. and Revang, "A Strategic Framework for Analyzing Professional Service Firms-Development Strategies for Sustained Performance," Strategic Management Society Interorganizational Conference, Toronto, Canada, 1991. 3. Brink, T.L., "Corporate Cultures: A Color Coding Metaphor," Business Horizons, 34(5), 1991, pp: 39-34. 4. Campi, J., "It's Not Easy as ABC," Journal of Cost Management, Summer, 1992, pp: 5-11. 5. Cameron, K. S., "Cultural Congruence Strength and Type: Relationship to Effective," In E. Robert and Quinn. (eds.), Beyond Rational Management, 1985, pp: 142-143. 6. Denison, D.R., "The climate, culture and effectiveness of work organizations: A study of organizational behavior and financial performance," Ph.D. Dissertation, University of Michigan, 1982 pp: 53-67. 7. Barley, S., Meyer G. & Gash D., "Cultures of Culture: Academics, Practitioners, and the Pragmatics of Normative Control," Administrative Science Quarterly, 33, 1988, pp: 24-60. 8. Danvanport, T., & Prusak L., "Working Knowledge:How Organizations Manage What They Know," Harvard Business School Press, 1998. 9. Day, George S., "The Capabilities of Market-Driven Organizations," Journal of Marketing, 58, 1994, pp: 37-52. 10. Deal, E. and A. A. Kennedy., "Corporate Culture," Reading, Mass: Addison-Wesley, 1982. 11. Deal. T. E. & Kennedy A. A., "Corporate Culture," N.Y. Common wealth Publishing, 1984. 12. Deming, W. E., "The New Economics", Cambridge, MA:Massachusetts Institute of Technology, Center for Advanced Engineering Study, 1993. 13. Deshpande, R. and A. Parasuraman., "Linking Corporate Culture to Strategic Planning, Business Horizons," May-June, 1986, pp: 33. 14. Grant, R.M., "Toward a Knowledge-Based Theory of The firm," Strategic Management Journal, 17, 1996, pp: 109-122. 15. Grant, R. M., "Prospering in Dynamically-Competitive Environmets: Organization Capability as Knowledge Integration," Organization Science, 7(4), July-August, 1996, pp: 375-387. 16. Hidding, G. J. & Catterall, S. M., "Anatomy of a learning organization: Turning knowledge into capital at Anderson," Knowledge and process management, 5(1), 1998, pp: 3-13. 17. Hofstede, G., "Culture's consequences: International differences in work-related values," Thousand Oaks, CA: Sage Publications. 1980. 18. Hofstede, G. & Bond, M. H., "The Confucius connection: From cultural roots to economic growth," Organizational Dynamics, 16(4), 1988, pp: 4-21. 19. Hofstede, G., Neuijen, B., Ohayv, D.D., & Sanders, G., "Measuring organizational cultures," Administrative Science Quarterly, 35(2), 1990, pp: 286-316. 20. Ira M. Levin.v, "Five Windows into Organization Culture:An Assessment Framework and Approach," Organization Development Journal, 2000. 21. Kaplan, R. S., & Norton, D. P., "Leading change with the balanced scorecard. Financial Executive," 17, 2001, pp: 64-66. 22. Kaplan, R. S., & Norton, D. P., "The strategy-focused organization," Strategy & Leadership, 29, 2001, pp: 41-42. 23. Kaplan, R. S., & Norton, D. P., "Transforming the balanced scorecard from performance measurement to strategic management: Part I," Accounting Horizons, 15, 2001 pp: 87-104. 24. Kaplan, R. S., & Norton, D. P., "Transforming the balanced scorecard from performance measurement to strategic management: Part II," Accounting Horizons, 15, 2001, pp: 147-161. 25. Kaplan, R. S., & Anthony, A., "Atkinson. Advanced Management Accounting," 3rd ed., Prentice Hall, 1998. 26. Kaplan, R. S., & Norton, D. P., "The Balanced Scorecard: Translating Strategic Into Action," Harvard Business School Press, 1996, pp: 9-133. 27. Kaplan, R. S., & Norton, D. P., "Link the Balance Scorecard to strategy," California Management Review, 1996, pp: 53-79. 28. Kaplan, R. S., & Norton, D. P., "Using the Balance Scorecard as strategic management system," Harvard Business Review, 1996, pp: 75-85. 29. Kaplan, R. S., & Norton, D. P., "The Balance Scorecard Measures That Drive Performance," Harvard Business Review, 1992, pp: 72-79. 30. O'Reilly, C. A., "Corporations, Culture, and Commitment: Motivation and Social Control in Organizations," California Management Review, 31(4), 1989, pp: 9-25. 31. Ouchi, W. G., Theory Z. Reading, MA:Addison-Wesley, 1981. 32. Nonaka, I. & Takeuchi, H., "The Knowledge-Creating Company: How Japanese Companies Create the Dynamics of Innovation," New York: Oxford University Press, 1995. 33. Pettigrew, A. M., "On Studying Organizational Cultures," Adminisrative Science Quarterly, 23(2), 1979, pp: 570-581. 34. Petrock, F., "Corporate Culture Enhances Profits," HR Magazine, 35(11), 1990, pp: 64-66. 35. Richard L. Daft, "Organization Theory and Design," 6th ed., South Western College, Publishing, Cincinnati, Ohio, 1998. 36. Robbin, S. P., "Organizational Behavior," 6th ed, Prentice Hall In, 1992. 37. Schein, E. H., "Organizational culture and leadership," San Francisco:Josse-Bass, 1992. 38. Schein, E. H., "How culture forms, develops, and changes," In R. H. Kilmann et. Al. (eds). Gaining control of corporate culture, San Francisco:Jossey-Bass, 1985. 39. Schein, E. H., "Organizational culture and Leadership: A dynamic view," San Francisco:Jossey-Bass, 1985. 40. Scholz, C., "Corporate Culture and Strategy-The Problem of Strategy Fit," Long Range Planning, 20(4), 1987, pp: 78-87. 41. Smircich, L., "Concepts of Culture and Organization Analysis," Administrative Science Quarterly, September, 1983, pp: 339-358. 42. Tushman, M. L. & O'Reilly, C. A., "Winning Through Innovation-A Practical Guide Organization Change and Renewal," Harvard Business School Press, Boston, 1996. 43. Watson. S., "Getting to 'aha!'" Computer world, 32(4): S1-S2., 1998. 44. Venkatraman, N. and V. Ramanujam, "Measurement of Business Performance in Strategy Research: A Comparison of Approaches," Academy of Management Review. 11(4), 1986, pp: 801-814. 45. Wallach, E. J., "Individuals and Organizations: The Cultural Match," Training and Development Journal, Feb., 1983, pp: 45-76. 46. Wieners, Brad; Wired, San Francisco, The Permanent Revolution, 6(4), 1998, pp: 132.