

# 企業內部市場導向對內部績效、員工知識管理能力與創新績效影響之研究

蔡源成、紀文章；王學銘

E-mail: 9601104@mail.dyu.edu.tw

## 摘要

在知識經濟的時代，由於企業經營內外部環境變動激烈，加上科技快速變遷，產品生命週期縮短，為了能在激烈競爭的環境存活求勝，企業的創新績效乃是企業取得優勢的重要關鍵。然而知識是創新的根源，因此知識管理是企業賴以生存及維持競爭力的重要條件，也是企業持續創新的動力來源。如何從組織內部顧客觀點來激勵員工，以提高員工之工作滿意度與對組織的承諾，使得員工更有意願去取得、轉換、應用與保護知識，以提升員工知識管理的能力，更是企業提升創新績效的重要課題。本研究使用AMOS軟體以線性結構模式來驗證理論模型，以員工觀點來探討企業執行內部市場導向（IMO）對內部績效、員工知識管理能力及創新績效的影響。結果顯示IMO正向影響內部績效、員工知識管理能力與創新績效。其中創新績效受IMO影響的效果最大，足以顯示企業執行IMO對創新績效的重要性。然而內部績效無法直接影響創新績效，因此內部績效可透過提升員工知識管理能力來影響創新績效。本研究同時也驗證內部績效為IMO影響員工知識管理能力的重要中介變數。最後，根據研究發現提出管理的建議及未來的研究方向。

關鍵詞：內部市場導向（IMO）；內部績效；員工知識管理能力；創新績效；競爭力；重要性；滿意度；科技；變數

## 目錄

內容目錄 中文摘要.....	iii	英文摘要.....	iv	誌謝
辭.....	v	內容目錄.....	vi	表目錄
.....	ix	圖目錄.....	x	第一章 緒
論.....	1	第一節 研究背景與動機.....	1	第二節 研究問
題.....	4	第三節 研究目的.....	6	第四節 研究範圍與對
象.....	7	第五節 論文結構.....	9	第二章 理論基礎與文獻探討
.....	11	第一節 內部市場導向.....	11	第二節 內部績
效.....	39	第三節 員工知識管理能力.....	48	第四節 創新績
效.....	64	第五節 文獻綜合評論.....	74	第三章 研究方
法.....	77	第一節 研究觀念架構.....	77	第二節 研究假
設.....	79	第三節 變數操作性定義與衡量.....	88	第四節 問卷設計與
調查實施.....	94	第五節 資料分析方法.....	101	第四章 實証結果分析
.....	104	第一節 基本資料分析.....	104	第二節 信度與效度分
析.....	107	第三節 理論模式之驗證.....	111	第五章 結果與建
議.....	114	第一節 研究結果與討論.....	114	第二節 建
議.....	121	第三節 管理意涵與研究貢獻.....	124	第四節 研究限
制.....	130	第五節 後續研究與建議.....	131	參考文
獻.....	134	附錄A 企業資深經理人訪談結果.....	171	附錄B 預試
研究問卷.....	200	附錄C 正式研究問卷.....	205	表1-1 研究範圍界
定.....	8	表2-1 內部行銷與人力資源管理差異之比較.....	.....	.....
.....	26	表2-2 內部市場導向在內部行銷研究中的觀點.....	.....	.....
.....	31	表2-3 內部市場導向之主要研究.....	36	表2-4 影響員工滿意度的
的相關構面.....	42	表2-5 組織知識管理發展.....	.....	.....
.....	55	表2-6 組織創新的觀點.....	.....	.....
69	表3-1 衡量項目與主要參考文獻.....	94	表3-2 樣本來源.....	.....
.....	101	表4-1 樣本描述.....	.....	.....
.....	105	表4-2 研究構念的敘述統計.....	106	.....
表4-3 整體理論模式構面衡量的信度與收斂效度檢測.....	109	表4-4 相關變數信效度分析.....	.....	.....
.....	110	表4-5 整體理論模式結果.....	.....	.....
.....	112	表5-1 研究假設結果彙總.....	115	表5-2
內部市場導向 員工知識管理能力之效果比較.....	118	表5-3 企業創新績效之效果比較.....	.....	.....

## 參考文獻

- Ackfeldt, A. L., & Coote, L. V. (2005). A study of organizational citizenship behaviors in a retail setting. *Journal of Business Research*, 58, 151-159.
- Afuah, A. (2004). *A innovation management: Strategies, implementation, and profits*. New York: Oxford.
- Ahmed, P. K., Rafiq, M., & Saad, N. M. (2003). Internal marketing and the mediating role of organization competencies. *European Journal of Marketing*, 37(9), 1221-1241.
- Alavi, M. (1997). KPMG peat marwick U.S.: One giant brain. *Harvard Business School*, 9, 397-108.
- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective continuance, and normative commitment to the organization. *Journal of Occupational Psychology*, 63, 1-18.
- Alpander, G. G. (1990). Relationship between commitment to hospital goals and job. *Health Care Management Review*, 15(4), 51-62.
- Amabile, T. M. (1997). Motivating creativity in organizations: On doing what you love and loving what you do. *California Management Review*, 40(1), 39-58.
- Amabile, T. M. (1998). How to kill creativity. *Harvard Business Review*, (September-October), 77-87.
- Andrew, H. G., Arvind, M., & Albert, H. S. (2001). Knowledge management: An organizational capabilities perspective. *Journal of Management Information System*, 18(1), 185-214.
- Andrews, J., & Smith, D. C. (1996). In search of the marketing imagination: factors affecting the creativity of marketing programs for mature products. *Journal of Marketing Research*, 33, 174-187.
- Arnett, D. B., Laverie, D. A., & McLan, C. (2003). Using job satisfaction and pride as internal marketing tool. *Cornell Hotel and Restaurant Administration Quarterly*, 43(2), 87-96.
- Arthur Andersen and American Productivity and Quality Center (1996). *The Knowledge Management Assessment Tool: External Benchmarking Version*. Boston: Harvard Business School Press.
- Arthur Anderson Business Consulting (1999). *Zukai Knowledge Management*. Japan: TOKYO Keizai Inc.
- Atuahene-Gima, K. (1996). Market orientation and innovation. *Journal of Business Research*, 35, 93-103.
- Bak, C. A., Vogt, L. H., George, W. R., & Greentree, I. R. (1994). Management by team: An innovative tool for running a service organization through internal marketing. *Journal of Services Marketing*, 8(1), 37-47.
- Ballantyne, D. (2000). A relationship-mediated theory of internal marketing. *European Journal of Marketing*, 37(9), 1242-1260.
- Banai, M., Reisel, W. D., & Probst, T. M. (2004). A managerial and personal control model: Predictions of work alienation and organizational commitment in hungary. *Journal of International Management*, 10, 375-392.
- Bansal, H. S., Mendelson, M. B., & Sharma, B. (2001). The impact of internal marketing activities on external marketing outcomes. *Journal of Quality Manage*, 6(1), 61-76.
- Barczak, G. (1995). New product strategy, structure, process, and performance in the telecommunications industry. *Journal of Product Innovation Management*, 12(2), 224-234.
- Beckett-Camarata, E. J., Camarata, M. R., & Barker, R. T. (1998). Integrating internal and external customer relationships through relationship management: A strategic response to a changing global environment. *Journal of Business Research*, 41, 71-81.
- Bell, S. J., Menguc, B., & Stefani, S. L. (2004). When customers disappoint: A model of relational internal marketing and customer complaints. *Journal of Academy of Marketing Science*, 32(2), 112-126.
- Bello, D. C., Lohitia, R., & Sangtani, V. (2004). An institutional analysis of supply chain innovations in global marketing channels. *Industrial Marketing Management*, 33, 57-64.
- Bentler, P. M. & Hu, L. T. (1995). Evaluating model fit. In R. H. Hoyle (Ed.), *Structural Equation Modeling* (pp.76-99), Thousand Oaks, California: Sage Publications.
- Berry, L. L. (1981). The employee as customer. *Journal of Retail Bank*, 3, 25-8.
- Berry, L. L. (1983). Relationship marketing. In L. L. Berry, G. L. Shostack, & G. D. Upah (Eds.), *Emerging Perspectives on Services Marketing* (pp. 25-8). Chicago: American Marketing Association.
- Berry, L. L., & Parasuraman, A. (1991). *Marketing services competing through quality*. New York: Free Press.
- Berry, L. L., Hensel, J. S., Burke, M. C. (1976). Improving retailer capability for effective consumerism response. *Journal of Retail*, 52(3), 3-14.
- Blau, J. R., & McKinley, W. (1979). Idea, complexity, and innovation. *Administrative Science Quarterly*, 24, 200-219.
- Blum, M. L., & Naylor, J. C. (1968). *Industrial Psychology*. New York: Harper & Row.
- Bollen, K. A. (1989). *Structural Equations with Latent Variables*, New York: Wiley.
- Bonora, E. A., & Revang, O. (1991). A strategic framework for analyzing professional service firms-developing strategies for sustained performance. *Strategic Management Society Interorganizational Conference*, Toronto, Canada.
- Bowen, D. E. (1986). Managing customers as human resources in service organizations. *Human Resource Management*, 25, 371-384.
- Boyt, T., Lusch, R., & Mejza, M. (2005). Theoretical models of the antecedents and consequences of organizational, workgroup, and professional esprit de corps. *European Management Journal*, 23(6), 682-701.
- Brentani, U. (2001). Innovative versus incremental new business services: Different keys for achieving success. *Journal of Product Innovation Management*, 18, 169-187.
- Broady-Preston, & Steel, L. (2002). Employees, customers, and internal marketing strategies in LIS. *Library Management*, 23(8), 384-393.
- Buchanan, B. (1974). Building organizational commitment: The socialization of manager in work organization. *Administrative Science Quarterly*, 19, 533-546.
- Burgess, B. H. (1989). *Industrial organization*. Englewood Cliffs, New Jersey: Prentice-Hall.
- Cahill, D. J. (1995). The managerial implication of the learning organization: A new tool for internal marketing. *Journal of Services Marketing*, 9(4), 43-51.
- Calantone R., Vickery, S., & Droge, C. (1995). Business performance and strategic new product development activities: An empirical investigation. *Journal of Product Innovation Management*, 12(3), 214-223.
- Caruana, A., & Calleya, P., (1998). The effects of internal marketing on organisational commitment among retail bank managers. *International Journal of Bank Marketing*, 16(3), 108-116.
- Cheung, C. K., & Scherling, S. A. (1999). Job satisfaction, work values, and sex differences in Taiwan ' s organizations. *Journal of Psychology*, 133, 563.
- Collins, B., & Payne, A. (1991). Internal marketing: A new perspective for HRM. *European Management Journal*, 9(3), 261-270.
- Conduit, J., & Mavondo, F. T. (2001). How critical is internal customer orientation to market orientation? *Journal of Business Research*, 51(1), 11-24.
- Cooper, A. C., & Schendel, D. (1976). Strategic responses to technological threat. *Business Horizons*, 19(1), 61-69.
- Cooper, J., & Cronin, J. (2000). Internal marketing: A competitive strategy for the long-term care industry. *Journal of Business Research*, Jun, 177-181.
- Cordero, R. (1990). The measurement of innovation performance in the

firm: an overview. *Research Policy*, 19(2), 185-193

Cowling, A., & Newman, K. (1995). Banking on people TQM, service quality, and human resources. *Personnel Review*, 24(7), 25-40.

Cribbin, J. J. (1972). *Effective Managerial Leadership*. American Management Association.

Cron, W. L., & John, W. S. (1986). The influence of career stages on salespeople's job attitudes, work perception, and performance. *Journal of Marketing Research*, 23, 119-129.

Cuieford, J. P. (1965). *Fundamental Statistics in Psychology and Education* (4th ed.). New York: McGraw Hill.

Damanpour, F. (1991). Organizational innovation: A meta analysis of effects of determinants and moderators. *Academy of Management Journal*, 34(3), 555-590.

Damanpour, F., & Evan, W. M. (1984). Organizational innovation and performance: The problem of "organizational lag". *Administrative Science Quarterly*, 29, 392-409.

Damanpour, F., & Gopalakrishnan, S. (2000). The impact of organizational context on innovation adoption in commercial banks. *IEEE Transactions on Engineering Management*, 47(1), 14-25.

Damanpour, F., & Gopalakrishnan, S. (2001). The dynamics of the adoption of product and process innovations in organizations. *The Journal of Management Studies*, 38(1), 45-65.

Darroch (2003). Developing a measure of knowledge management behaviours and practices. *Journal of knowledge management*, 7(5), 41-54.

Davenport, T. H., & Prusak, L. (1998). *Working Knowledge: How organization manage what they know*. President and Fellows of Harvard College.

Davenport, T. H., DeLong, W. D., & Beers, C. M. (1998). Successful knowledge management projects. *Sloan Management Review*, Winter, 43-75.

Davenport, T. H., Sirkka, L. J., & Michael, C. B. (1996). Improving knowledge work process. *Sloan Management Review*, Summer, 53-65.

Davis, H. (1977). *Human behavior at work: Organizational behavior* (5th ed.). New York: Mcgrae-Hill.

Detienne, K. B., Dyer, G., Hoopes, C., & Harris, S. (2004). Toward a model of effective knowledge management and directions for future. *Research: Culture, leadership, and CKOs, Journal of Leadership & Organizational Studies*, 10(4), 26-43.

Dougherty, D., & Bowman, E. H. (1995). The effects of organizational downsizing of product innovation. *California Management Review*, 37(4), 28-44.

Drucker, P. F. (1985). *Innovation and entrepreneurship: Practice and principles*. London: Heinemann.

Drucker, P. F. (1993). *Post-capitalist society*. London: Oxford, Butterworth Henemann, Harper Business.

Ewing, M. T., & Caruana, A. (1999). An internal marketing approach to public sector management: The marketing and human resources interface. *The International Journal of Public Sector Management*, 12(1), 17-26.

Ferris, K. R., & Aranya, N. A. (1983). Comparison of two organizational commitment scales. *Personnel Psychology*, 36, 87-99.

Flipo, J. P. (1986). Service firms: interdependence of external and internal marketing strategies. *European Journal Marketing*, 20, 5- 14.

Florida, R. (2005). *The flight of the creative class*. Harper business, Harper Collins.

Forcadell, J. F., & Guadamillas, F. (2002). A case study on implementation of a knowledge management strategy oriented to innovation. *Knowledge and process management, ABI/INFORM Global*. Jul/Sep, 162-171.

Foreman, S. K., Money, A. H. (1995). Internal marketing: concepts, measurement and application. *Journal of Market Management*, 11(8), 755-768.

Fornell, C., & Larcker, D. F. (1981). Evaluating structural equations models with unobservable variables and measurement error. *Journal of Marketing Research*, 18, 39-50.

Fournet, G. P., Distefano, M. K., & Pryer, M. W. (1966). Job satisfaction: Issues and problems. *Personnel Psychology*, 19.

Gartner Group (1999). *Knowledge Management: Understanding the Core value and science*. Gartner Group Business Technology Journal, July.

Gattiker, E., & Larwood, L. (1990). *Technological innovation and human resource*. New York: McGraw-Hill.

George, W. R. (1977). The retailing of services- a challenging future. *Journal of Retailing*, 91, 371-386.

George, W. R. (1990). Internal marketing and organizational behavior: a partnership in developing customer conscious employees at every level. *Journal of Business Research*, 20, 63-70.

George, W. R. and Gronroos, C. (1989). Developing customer-conscious employee at every level-internal marketing. In C. A. Congram & M. L. Friedman (Eds.), *Handbook of Service Marketing*, New York: AMACOM.

Gounaris, S. P. (2006). Internal-market orientation and its measurement. *Journal of Business Research*, 59, 432-448.

Grant, R. M. (1996). Toward a knowledge-based theory of the firm. *Strategic management Journal* (winter special issue), 17, 109-112.

Greenberg, J., & Baron, R. A. (1995). *Behavior in organization*. Englewood Cliff, New Jersey: Prentice Hall.

Greene, W. E., Walls, G. D., & Schrest, L. J. (1994). Internal marketing: the key to external marketing success. *Journal of Services Marketing*, 8(4), 5-13.

Gronhang, K. and Kaufmann, G. (1988). *Innovation: A cross-disciplinary perspective*. Oslo, Norway: Norwegian University Press.

Gronroos, C. (1981). Internal marketing—theory and practice. *AMA Services Marketing Conference Proceedings*, 236-238.

Gronroos, C. (1983). Strategic management and marketing in the service sector (Marketing Science Institute Report No. 83-104). Massachusetts: Marketing Science Institute.

Gronroos, C. (1985). Internal marketing—theory and practice. In T. M. Bloch, G. D. Upah, & V. A. Zeithaml(Eds), *Services Marketing in a Changing Environment*(pp. 41-47). Chicago: American Marketing Association.

Gronroos, C. (1990). Service management and marketing—Managing the moments of truth in service competition. Lexington, Massachusetts: Lexington Books.

Gronroos, C. (1994). From marketing mix to relationship marketing: towards a paradigm shift in marketing. *Asia-Australia Marketing Journal*. 2(1), 9-30.

Gronroos, C. (2000). *Service Management and Marketing—A customer Relationship Management Approach* (2nd ed.). New York: Wiley and Sons.

Gronroos, C. (2001). *Service Management and Marketing A Customer Relationship Management Approach*(2nd ed.). New York: Wiley & Sons.

Gummesson, E. (1987). Using internal marketing to develop a new culture- the case of ericsson quality. *Journal of Business and Industrial Marketing*, 2(3), 23-28.

Gummesson, E. (1992). *Service productivity: A blasphemous approach*. University of Stockholm, Department of Business Administration, Studies in Action and Enterprise.

Hair, J. F., Anderson, R. E, Tatam, R. L., & Black, W. C. (1998). *Multivariate Data Analysis* (5th ed.). New Jersey: Prentice-Hall.

Hales, C. (1994). Internal marketing as an approach to human resource management: A new perspective or a metaphor too far? *Human Resource Management Journal*, 5(1), 50-71.

Hanley, S. and C. Dawson (2000), A framework for delivering value withknowledge management: The AMS knowledge centers. *Information Strategy*, 16, Summer, pp.27-36.

Hansen, M. T. (1999). The search-transfer problem the role of weak ties in sharing knowledge across organization subunits. *Administrative Science Quarterly*, 44(1), 82-111.

Harrell, G. D., & Fors, M. F. (1992). Internal marketing of a service. *Industrial Marketing Management*, 21, 299-306.

Harris, L. C., & Piercy, N. F. (1997) Market orientation is free: The real costs of becoming market-led. *Management Decision*, 35(1), 33-38.

Hedlund, G. (1994). Putting a Model of knowledge management

and N-form corporation. *Strategic Management Journal*, 15, 73-91. Herzberg, F. (1968). One more time: How do you motivate employees? *Harvard Business Review*, 46, 53-62. Heskett, J. L., Jones, T. O., Loveman, G. W., Sasser, W. E., & Schlesinger, L. A. (1994). Putting the service profit chain to work. *Harvard Business Review*, March-April, 164-174. Hidding G., & Shireen, M. C. (1998). Anatomy of a learning organization: Turning knowledge into capital at Andersen Consulting. *Knowledge and Process Management*, 5(1), 3-13. Higgins, J. M. (1995). Innovation: The core competence. *Planning Review*, 23, 32-36. Hitchins, D. K. (1992). *Putting system to work*. Chichester, United Kingdom: Wiley. Hitchins, D. K. (2000). *Systems thinking* [Online]. Available: <http://www.hitchins.co.uk/SysThink.htm> [2000, November 10]. Hitt, M. A., Hoskinson, R. A. J., & Moesel, D. D. (1997). The market for corporate control and firm innovation. *Academy of Management Journal*, 39(5), 1084-1119. Hoffman, R. C. (1999). Organizational innovation: Management influence across cultures. *Multinational Business Review*, 7(1), 31-49. Hogg, G., Carter, S. and Dunne, A. (1998). Investing in people: internal marketing and corporate culture. *Journal of Marketing Management*, 14, 879-895. Holsapple, C., & Joshi K. (1997). *Knowledge management: A three-fold framework*. Kentucky Initiative for Knowledge Management Paper, (140). Holt, K. (1988). *Product innovation management*. London :Oxford, Butterworth Henemann, Harper Business. Hoppock, R. (1935). *Job satisfaction*. New York: Harper & Brother. Hult, G. T., Ketchen, D., & Reus, T. (2001). Organizational learning capacity and internal customer orientation within strategic sourcing units. *Journal of Quality Management*, 6(2), 173-192. Hurley, R. F., Hult, G., & Tomas, M. (1998). Innovation, market orientation, and organizational learning: an integration and empirical examination. *Journal of Marketing*, 62, 42-54. Janz, B. D., & Prasarnphanich, P. (2003). Understanding the antecedents of effective knowledge management: The importance of a knowledge-centered culture. *Decision Sciences*, 34(2), 351-384. Jaworski, B. J., & Kohli, A. K. (1993). Market orientation: antecedents and consequences. *Journal of Marketing*, 57, 53-70. Jerald, G., & Baron, R. A. (1995). *Behavior in organizations*. New Jersey: Prentice- Hall, 5-81. Johannessen, J. A., & Dolva, J. O. (1994). Competence and innovation: identifying critical innovation factors. *Entrepreneurship, Innovation, and Change*, 3(3), 209-222. Johannessen, J. A., Olsen, B., & Olaisen, J. (1999). Aspects of innovation theory based on knowledge-management. *International Journal of Information Management*, 19(2), 121-139. Johnson, E. M., & Seymour, D. T. (1985). The impact of cross selling on the service encounter in retail banking. In John A. Czepiel, M. R. Solomon, & Carol E. Suprenant (Eds.), *The service encounter*. Lexington, Massachusetts: D.C. Heath. Johnson, E. M., Scheuing, E. E., & Gaida, K. A. (1986). *Profitable Services Marketin*, Homewood. Illinois: Dow-Jones Irwin. Joseph, W. B. (1996). Internal marketing builds service quality. *Journal of Health Care Marketing*, 16(1), 52-59. Kanter, R. M. (1988). When a thousand flowers bloom: Structural, collective, and social conditions for innovation in organization. *Research in Organizational Behavior*, 10, 169-211. Keller, S. B., Lynch, D. F., Ellinger, A. E., Ozment, J., & Calantone, R. (2006). The impact of internal marketing efforts in distribution service operations. *Journal of Business Logistics*, 27(1), 109-138. Kelm, K. M., Narayanan, V. K., & Pinches, G. E. (1995). Shareholder value creation during R&D innovation and commercialization stages. *Academy of Management Journal*, 38(3), 770-786. Khan, A. M., & Manopichetwattana, V. (1989). Innovative and noninnovative small firms: Types and characteristics. *Management Science*, 35, 597-606. Kimberly, J. R., & Evanisko, M. (1981). Organizational innovation: The influence of individual, organizational, and contextual factors on hospital adoption of technological and administrative innovations. *Academy of Management Journal*, 24, 689-713. Kochhar, R., & David, P. (1996). Institutional Investors and Firm Innovation: A test of competing hypotheses. *Strategic Management Journal*, 17, 73-84. Kohli, A. K., & Jaworski, B. J. (1990). Market orientation: the construct, research propositions and managerial implications. *Marketing Science Institute*, 90-113. Kohli, A. K., Jaworski, B. J., & Kumar, A. (1993). Markor: A measure of market orientation. *Journal of Marketing Research* 30(4), 476-477. Kotler, P. (1972). A Generic Concept of Marketing. *Journal of Marketing*, 36, 346-354. KPMG Consulting (2000). *Knowledge management research report 2000* [Online]. Available: <http://www.kpmg.co.uk/kpmg/uk/services/manage/pubs/km2000.pdf> [2000, April 5]. Krawiec, F. (1984). Evaluating and selecting research projects by scoring. *Research Management*, 27(2), 21-26. Laurie, J. (1997). Harnessing the power of intellectual capital. *Training and Development*, 51(12), 25-30. Lee, J. H., Kim, Y. G. (2001). A stage model of organizational knowledge management: A latent content analysis. *Expert Systems with Applications*, 20, 299-311. Lei, D., Slocum, J. W., & Pitts, R. A. (1999). Designing organizations for competitive advantage: The power of unlearning and learning. *Organizational Dynamics*, 27(3), 24-45. Leonard-Barton, D. (1995). *Wellsprings of Knowledge: Building and Suataining the Sources of Innovation*. Boston, Massachusetts: Harverd Business School Press. Lewis, R. C. (1993). Hospitality management education: here today, gone tomorrow. *Hospital Research Journal*, 17(1), 273-283. Lings, I. N. (1999a). Managing service quality with internal market schematics. *Long Range Planning Journal*, 32(4), 452-463. Lings, I. N. (1999b). Balancing internal and external market orientations. *Journal of Marketing Management*, 15(4), 239-263. Lings, I. N. (2000a). Internal marketing and supply chain management. *Journal of Services Marketing*, 14(1), 27-43. Lings, I. N. (2000b). Developing the domain of internal market orientation and its consequences for market orientation and performance. *Proceedings of the 10th EIASM Workshop on Quality Management in Services*, Birmingham: Aston Business School, Aston University. Lings, I. N. (2000c). The impact of internal marketing orientation on external marketing orientation and business performance: An empirical study of the UK retail market. In O' Cass (Ed.), *A visionary marketing for the 21st century: Facing the challenge* proceedings of the annual conference of the Australia new zealand marketing academy, Brisbane, Australia: Griffith University. Lings, I. N. (2004). Internal market orientation: constructs and consequences. *Journal of Business Research*, 57(4), 405-13. Lings, I. N., & Greenley, G. E. (2001). The development and validation of a measure of internal market orientation. *The Research Institute Research Series*, Aston Business School, Aston University. Lings, I. N., & Greenley, G. E. (2005). Measuring internal market orientation. *Journal of Service Research*, 7(3), 290-305. Liu, P. L., Chen, W. C., & Tsai, C. H. (2005). An empirical study on the correlation between the knowledge management method and new product development strategy on product performance in Taiwan ' s industries. *Technovation*, 25, 637-644. Locke, E. A. (1969). What is Job Satisfaction? *Organizational Behavior and Human Performance*, 4, 309-336.

Lovelock, C. (1991). Business school owe student better service. In C. Lovelock (Ed.), *Managing service: Marketing operations and human resource*. Englewood Giff, New Jersey: Prentice-Hill.

Lumpkin, G. T., & Dess, G. G. (1996). Clarifying the entrepreneurial orientation construct and linking it to performance. *Academy of Management Review*, 21 (1), 135-172.

Madhavan, R., & Grover, R. (1998). From embedded knowledge to embodied knowledge: New product development as knowledge management. *Journal of Marketing*, Oct, 1-12.

Marquardt, M. J. (1996). *Building The Learning Organization: a System Approach to Quantum Improvement and Global Success*. New York: McGraw-Hill.

Marsh, R. M., & Hiroshi Mannari (1989). The size imperative? Longitudinal tests. *Organization Studies*, 10(1), 83-95.

Matsuno, K., & Mentzer, J. T. (2000). The effects of strategy type on the market orientation-performance relationship. *Journal of Marketing*, 64, 1-16.

McAdam, R. (2000). Knowledge management as a catalyst for innovation within organizations: A qualitative study. *Knowledge and Process Management*, 7(4), 233-241.

Meyer, J. P., Aleen, N. J. & Smith, C. A. (1993), " Commitment to Organizational and Occupations: Extension and Test of a Three-Component Conceptualization, " *Journal of Applied Psychology*. 78, 538-551.

Mohr-Jackson I. (1991). Broadening the market orientation: an added focus on internal customers. *Human resource Management*, 30(4), 455-467.

Morgan, R. M., & Hunt, S. D. (1994). The commitment-trust theory of relationship marketing. *Journal of Marketing*, 58, 20-38.

Morse, N. C. (1953). *Satisfactions in the White-collar Job*. Ann Arbor: University of Michigan, Institute for Social Research Center.

Moser, M. R. (1985). Measuring performance in R&D settings. *Research Management*, 28(5), 31-33.

Mowday, R. T., Porter, L. M., & Steers, R. M. (1982). *Employee- Organizational Linkage: The Psychology of Commitment, Absenteeism, and Turnover*. New York: Academic Press.

Mowday, R. T., Porter, L. W., & Steers, R. M. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior*, 14, 224-247.

Mumford, M. D. (2000). Managing vreative people: Strategies and tactics for innovation. *Human Resource Management Review*, 10(3), 313-351.

Nakata, C., Imb, S., Park, H., & Ha, Y. W. (2006). Antecedents and consequence of Korean and Japanese new product advantage. *Journal of Business Research*, 59, 28-36.

Nonaka, I., Toyama, R. & Konno N. (2000). SCEI, ba and leadership: A unified model of dynamic knowledge creation. *Long Range Planning*, 33, 5 – 34.

Narver, J. C., & Slater, F. S. (1990). The effect of a market orientation on business profitability. *Journal of Marketing*, 54(2), 20-35.

Naude, P., Desai, J., & Murphy, J. (2003). Identifying the determinants of internal marketing orientation. *European Journal of Marketing*, 37(9), 1205- 1220.

Nebeker, D., Busso, L., Werenfels, P. D., Diallo, H., Czekajewski, A., & Ferdman, B. (2001). Airline station performance as a function of employee satisfaction. *Journal of Quality Management*, 6, 29-45.

Nerkar, A. A., McGrath, R. G., & MacMillan, I. C. (1996). Three facets of satisfaction and their influence on the performance of innovation teams. *Journal of Business Venturing*, 167-188.

Nonaka, I., & Takeuchi, H. (1995). *The Knowledge-Creating Company*. New York: Oxford University Press.

O ' Dell, C., & Grayson, C. (1998). If only we knew what we know: identification and transfer of internal best practices. *California Management Review*, 40(3), 154-174.

Olson, E. M., Walker, O. C., & Ruekert, R. W. (1995). Organizing for effective new product development: the moderating role of product innovativeness. *Journal of Marketing*, 59, 48-62.

O'Reilly, C. A., Chatman, J., & Caldwell, D. F. (1991). People and organizational culture: a profile comparison approach to assessing person- organization fit. *Academy of Management Journal*, 34(3), 487-516.

Osterloh, M. & Frey, B. S. (2000). Motivation, knowledge transfer, and organizational forms. *Organization Science*, 11(5), 538-550.

Ozer, M. (2004). The role of the internet in new product performance: A conceptual investigation. *Industrial Marketing Management*, 33, 355-369.

Papows J. (1999). *The Art of Japanese Management*. New York: Simon & Schuster.

Peters, T. (1992). *Liberation management*. New York: Pan Books.

Piercy, N. (1995). Customer satisfaction and the internal market: marketing our customers to our employees. *Journal of Mark Pract Appl Mark Sci*, 1(1), 22-44.

Piercy, N. F., & Morgan, N. A. (1991). Internal marketing: the missing half of the marketing programme. *Long Range Planning*, 24(2), 82-93.

Pisano, G. P., & Wheelwright, S. C. (1995). The new logic of high-tech R&D. *Harvard Business Review*, 73(5), 93-105.

Pitt, L. F., & Foreman, S. K. (1999). Internal marketing role in organizations: a transaction cost perspective. *Journal of Business Research*, 44, 25-36.

Polanyi, M. (1967). *The tacit dimension*. New York: Anchor day books.

Porter, L. W., & Lawler, E. E. (1968). What Job Attitudes tell about Motivation. *Harvard Business Review*, 46(1), 118-126.

Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organization commitment, job satisfaction, and turnover among psychiatric mtechnicians. *Journal of Applied Psychology*, 59(5), 603-609.

Porter, M. E. (1990). *Competitive Advantage: Creating and Sustaining Superior Performance*. New York, The Press Press, 57-68.

Powpaka, S. (2006). How market orientation affects female service employees in Thailand. *Journal of Business Research*, 59, 54-61.

Price, J. H. (1972). *Handbook of Organization Measurement*. Lexington, District of Columbia: Health & Company, 156-157.

Purser, R. E., & Pasmore, W. A. (1992). Organizing for learning. In W. A. Pasmore & R. W. Woodman (Eds.), *Research in Organizational Change and Development* (pp. 37-114). London: JAI Press.

Quester, G. P., & Kelly, A. (1999). Internal marketing practices in the Australian financial sector: A exploratory study. *Journal of applied Management studies*, 8(2), 217-229.

Quinn, J. B. (1992). The intelligent enterprise a new paradigm. *Academy of Management Executive*, 6(4), 48-63.

Quintas, P., Lefrere, P. & Jones, G. (1999). Knowledge management: A stratege agenda. *Journal of Long Range Planning*, 30(3), 385-391.

Rafiq, M., & Ahmed, P. K. (2003). Commentary Internal Marketing Issues and Challenges. *European Journal of Marketing*, 37(9), 5-8.

Rafiq, M., & Ahmed, R. K. (1993). The scope of internal marketing: defining the boundary between marketing and human resource management. *Journal of Market Management*, 9, 219-232.

Rafiq, M., & Ahmed, R. K. (2000). Advances in internal marketing: Definition, synthesis and extension. *Journal of Services Marketing*, 14(6), 449-62.

Ramus, C. A. (2001). Organizational support for employee: Encouraging creative ideas for environmental sustainability. *California Management Review*, 43(3), 85-105.

Reiner, D. M., & Zhao, J. (1999). The determinants of job satisfaction among United States Air Force security police. *Review Of Public Personnel Administration*, sum, 5-18.

Rindfleisch, A., & Moorman, C. (2001). The acquisition and utilization of information in new product alliances: A strength-of-ties perspective. *Journal of Marketing*, 65(2), 1-18.

Rix, P. (2004). *Marketing-A Practical Approach*. Boston: McGraw-Hill.

Robbins, S. P. (1996). *Organizational behavior: Concepts, controversies and*

applications. Englewood Cliffs, New Jersey: Prentice-Hall. Rochford, L. (1991). Generating and screening new product ideas. *Industrial Marketing Management*, 20(4), 287-296. Rochford, L., & Rudelius, W. (1997). New Product Development Process. *Industrial Marketing Management*, 26, 67-84. Rosenbloom, R. S., & Cusumano, M. A. (1987). Technological pioneering and competitive advantage: The birth of the VCR industry. *California Management Review*, 29(4), 51-77. Russell, R. D. (1995). An investigation of some organizational correlates of corporate entrepreneurship: Toward a systems model of organizational innovation. *Entrepreneurship, Innovation, and Change*, 4(4), 295-314. Sanzo, M. J., Santos, M. L., Vazquez, R., & Alvarez, L. I. (2003). The effect of market orientation on buyer-seller relationship satisfaction. *Industrial Marketing Management*, 32(4), 327. Sarvary, M. (1999). Knowledge management and competition in the consulting industry. *California Management Review*, 41(2), 95-107. Sasser, W. E., & Arbeit, S. P. (1976). Selling jobs in the service sector. *Bus Horiz*, 19(3), 133-140. Schoell, W. F., & Guiltinan, J. P. (1995). *Marketing: Contemporary Concepts and Practices*, Englewood Cliffs, New Jersey: Prentice Hall. Schroeder, C. E., Seto, S., Arrezzo, J. C., & Garraghty, P. E. (1995). Electrophysiological evidence for overlapping dominant and latent inputs to somatosensory cortex in squirrel monkeys. *Journal Neurophysiol*, 74, 722-732. Schumann, P. A., Prestwood, D. C., Tong, A. H., & Vanston, J. H. (1994). Innovate: Straight path to quality customer delight & competitive advantage. New York: McGraw-Hill. Scott, S. G., & Burce, R. A. (1994). Determinates of innovative behavior. A path model of individual innovation in the workplace. *Academy of Management Journal*, 37(3), 580-607. Sen, F. & Rubenstein, H. (1990). An exploration of factors affecting the integration of in-house R&D with external technology acquisition strategies of a firm. *IEEE Transaction on Engineering Management*, 37(4), 246-258. Sergeant, A., & Frenkel, S. (2000). When do customer contact employees satisfy customers? *Journal of Service Research*, 3(1), 18-34. Sethi, R, Smith, D. C., & Park, C. (2001). Cross-functional product development teams, creativity, and the innovativeness of new consumer products. *Journal of Marketing Research*, 38(1), 73-85. Sheldon, M. E. (1971). Investments and involvements as mechanisms producing commitment to the organization. *Administrative Science Quarterly*, 16, 110-142. Shoemaker, S., & Lewis, R. (1999). Customer loyalty in hotels. *Inter*