

關係學習、關係記憶與組織學習能力之研究

謝宜君、方世榮

E-mail: 9601275@mail.dyu.edu.tw

摘要

隨著環境的競爭激烈與知識的流動特質，學習不僅是一個組織內現象，同時也是一種組織間現象。有效的組織間學習，包含組織的學習能力以及組織的意願，透過「關係」的存在，將會促使組織之間產生分享的意願，有助於組織知識的累積與移轉。本研究根據「學習 - 記憶 - 能力」的研究架構，將組織學習的範疇由組織內的學習擴大至組織間學習，探討組織夥伴如何透過關係學習、關係記憶影響組織內部的學習能力。本研究針對台灣95家育成中心的進駐廠商進行調查，問卷發收期間為2006年6月5日至7月10日，總計發出550份問卷並回收有效問卷249份。研究結果發現：關係學習對關係記憶、關係記憶對組織學習能力的塑造、關係學習對組織學習能力的塑造均具有顯著正向的關係；而關係記憶對關係學習、組織學習能力的塑造具有中介效果。此外，關係學習活動中的知識散播對於各種不同的記憶形式、關係記憶中的認知觀感與潛移默化等記憶形式對於組織學習能力的塑造、關係學習中的知識散播與資訊分享對於組織學習能力的塑造，均存在顯著的正向影響。根據研究結果，本文提出理論與管理意涵，並針對未來的研究提出建議。

關鍵詞：關係學習；關係記憶；組織學習能力

目錄

| | | | | | |
|--------|-----|----------------|-----|-----------------------------|-----|
| 第一章緒論 | 1 | 第一節研究動機 | 1 | 第二節研究問題 | 1 |
| | 5 | 第三節研究目的 | 7 | 第二章文獻探討 | |
| | 8 | 第一節關係學習 | 8 | 第二節關係記憶 | 15 |
| 組織學習能力 | 25 | 第四節文獻評析 | 36 | 第三章研究方法 | |
| | 43 | 第一節研究架構 | 43 | 第二節研究假設推論 | |
| | 44 | 第三節研究對象的選取 | 54 | 第四節深度訪談 | 57 |
| | 67 | 第六節問卷設計與分析方法 | 73 | 第七節抽樣設計與調查程序 | |
| | 77 | 第四章資料分析 | 79 | 第一節抽樣誤差檢定 | |
| | 79 | 第二節常態性檢定 | 82 | 第三節構念與觀察指標的建構 | 84 |
| | 93 | 第五節樣本結構分析 | 97 | 第六節相關分析 | |
| | 101 | 第七節研究模式驗證 | 104 | 第八節關係學習、關係記憶以及組織學習能力之多元迴歸分析 | 110 |
| | 110 | 第九節關係記憶之中介效果分析 | 117 | 第五章研究結論與建議 | |
| | 122 | 第一節研究結論與發現 | 122 | 第二節研究意涵與建議 | |
| | 130 | 參考文獻 | 135 | 附錄A訪談計畫 | 167 |
| | | | | 附錄B研究問卷 | 169 |

參考文獻

- 一、中文部份 林震岩 (2006), 多變量分析 - SPSS的操作與應用, 台北:智勝文化。周文賢 (2002), 多變量統計分析 - SAS/STAT使用方法, 台北:智勝文化。楊治良與葉閣蔚 (1993), 內隱學習? 三高? 特徵的實驗研究, 心理科學, 16(3), 138-144。盧偉斯 (1996), 組織學習的理論性探究, 國立政治大學公共行政學研究所未出版之博士論文, 台北。
- 二、英文部份 Agor, W. H. (1997). The measurement, use and development of intellectual capacity to increase public sector productivity. *Public Personnel Management*, 26(2), 175-186. Albert, S., & Whetten, D. (1985). Organizational identity. In L. L. Cumming & B. M. Staw (Eds.), *Research in organizational behavior*, 7 (pp. 263-295). Greenwich, Connecticut: JAI Press. Alder, P. S., & Kwon, S. W. (2000). Social capital: The good, the bad and the ugly. In E. L. Lesser (Ed.), *Knowledge and social capital: Foundations and applications*, (pp. 89-115). Woburn, Massachusetts: Butterworth-Heinemann. Amit, R., & Schoemaker, P. J. H. (1993). Strategic assets and organizational rent. *Strategic Management Journal*, 14, 33-46. Anand, V., Manz, C. C., & Glick, W. H. (1998). An organizational memory approach to information management. *Academy of Management Review*, 23(4), 796-809. Argote, L., McEvily, B., & Reagans, R. (2003). Managing knowledge in organizations: An integrative framework and review of emerging themes. *Management Science*, 49(4), 571-582. Argyris, C., & Schön, D. A. (1978). *Organizational learning: A theory of action perspective*. Reading, Massachusetts: Addison-Wesley. Armstrong, J. S., & Overton, T. S. (1977). Estimating nonresponse bias in mail surveys. *Journal of Marketing Research*, 14(3), 369-402. Arrow, K. (1962). The implications of learning by doing. *Review of Economics Studies*, 29, 166-170. Atkinson, R. C., & Shiffrin, R. M. (1968). Human

memory: A proposed system and its control processes. In K. W. Spence & J. T. Spence (Eds.), *The psychology of learning and motivation: Advances in research and theory*, (pp. 89-195). New York: Academic Press.

Atkinson, R. C., & Shiffrin, R. M. (1971). The control of short term memory. *Scientific American*, 225(2), 82-90.

Badaracco, J. L. (1991). *The knowledge link: How firms compete through strategic alliances*. Boston, Massachusetts: Harvard Business School Press.

Baker, W. E., & Sinkula, J. M. (1999). The synergistic effect of market orientation on organizational performance. *Academy of Marketing Science*, 4(Fall), 411-427.

Bagozzi, R. P., & Yi, Y. (1988). On the evaluation of structural equation models. *Journal of the Academy of Marketing Science*, 16(1), 74-94.

Barclay, D., & Smith, B. (1997). The effects of organizational differences and trust on the effectiveness of selling partner relationships. *Journal of Marketing*, 16(1), 3-21.

Barney, J. B. (1986). Strategy factor market: Expectation, luck, and business strategy. *Management Science*, 32(10), 1231-1241.

Barney, J. B. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17, 99-120.

Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic and statistical considerations. *Journal of Personality and Social Psychology*, 15(6), 1173-1182.

Barringer, B. R., & Bluedorn, A. C. (1999). The relationship between corporate entrepreneurship and strategic management. *Strategic Management Journal*, 20(5), 421-444.

Bentler, P. M., & Chou, C. P. (1987). Practical issue in structural modeling. *Sociological Methods and Research*, 16(1), 78-117.

Berry, D. C., & Dienes, Z. (1993). *Implicit learning: Theoretical and empirical issues*. Hillsdale, New Jersey: Erlbaum.

Bogenrieder, I. (2002). Social architecture as a prerequisite for organizational learning. *Management Learning*, 33(2), 197-212.

Borgatti, S. P., & Cross, R. (2003). A relational view of information seeking and learning in social networks. *Management Science*, 49(4), 432-445.

Bresman, H., Birkinshaw, J., & Nobel, R. (1999). Knowledge transfer in international acquisitions. *Journal of International Business Studies*, 30(3), 439-462.

Brown, J. S., & Duguid, P. (1991). Organizational learning and communities-of-practice: Toward a united view of working, learning, and innovation. *Organization Science*, 2(1), 40-57.

Byrne, B. M. (1989). *A primer of LISREL: Basic applications and programming for confirmatory factor analytic models*. New York: Springer-Verlag.

Calvert, G., Mobley, S., & Marshall, L. (1994). Grasping the learning organization. *Training and Development Journal*, 48(6), 39-43.

Cannon, J. P., & Perreault, W. D., Jr. (1999). Buyer-seller relationships in business markets. *Journal of Marketing Research*, 36(November), 439-460.

Carmines, E., & McIver, J. (1981). Analyzing models with unobserved variables: Analysis of covariance structures. In G. W. Bohrnstedt & E. F. Borgatta (Eds.), *Social measurement: Current issues*, (pp. 65-115). Beverly Hills, California: Sage Publications.

Casey, A. (1997). Collective memory in organizations. In J. P. Walsh & A. S. Huff (Eds.), *Advances in strategic management*, 14 (pp. 111-151). Greenwich, Connecticut: JAI Press.

Chin, W. W., & Todd, P. (1995). On the use, usefulness, and ease of use of structural equation modeling in MIS research: A note of caution. *MIS Quarterly*, 19(2), 237-246.

Chiva, R., & Alegre, J. (2005). Organizational learning and organizational knowledge: Towards the integration of two approaches. *Management Learning*, 36(1), 49-68.

Choi, C. J., & Lee, S. H. (1997). A knowledge-based view of cooperative interorganizational relationships. In P. W. Beamish & J. P. Killing (Eds.), *Cooperative strategies: European perspectives*, (pp. 33-58). San Francisco, California: The New Lexington Press.

Cohen, W. M., & Levinthal, D. A. (1990). Absorptive capacity: A new perspective on learning and innovation. *Administrative Science Quarterly*, 35(1), 128-152.

Collis, D. J., & Montgomery, C. A. (1995). Competing on resources: Strategy in the 1990s. *Harvard Business Review*, 73(July-August), 118-128.

Cross, R., & Baird, L. (2000). Technology is not enough: Improving performance by building organization memory. *Sloan Management Review*, 41(3), 69-78.

Crossan, M. M., & Inkpen, A. C. (1994). Promise and reality of learning through alliances. *The International Executive*, 36(3), 263-273.

Crossan, M. M., Lane, H. W., & White, R. E. (1999). An organizational learning framework: From intuition to institution. *Academy of Management Review*, 24(3), 522-537.

Cyert, R., & March, J. G. (1963). *A behavioral theory of the firm*. Englewood Cliffs, New Jersey: Prentice-Hall.

Daft, R. L., & Weick, K. E. (1984). Toward a model of organizations as interpretation systems. *Academy of Management Review*, 9(2), 284-295.

Davenport, T., & Prusak, L. (1998). *Working knowledge: How organizations manage what they know*. Boston, Massachusetts: Harvard Business School Press.

Day, G. S. (1994). The capabilities of market-driven organizations. *Journal of Marketing*, 58(October), 37-52.

Deshpande, R. (1982). The organizational context of market research use. *Journal of Marketing*, 46(Fall), 91-101.

Deshpande, R., & Zaltman, G. R. (1987). A comparison of factors affecting use of marketing information in consumer and industrial firms. *Journal of Marketing Research*, 24(February), 114-118.

Dibella, A. J., Nevis, E. C., & Gould, J. M. (1996). Understanding organizational learning capability. *Journal of Management Studies*, 33(3), 361-379.

Ding, L., Velicer, W., & Harlow, L. (1995). Effect of estimation methods, number of indicators per factor and improper solutions on structural equation modeling fit indices. *Structural Equation Modeling*, 2, 119-143.

Dodgson, M. (1993). Organizational learning: A review of some literatures. *Organization Studies*, 14(4), 375-394.

Doll, W. J., Xia, W., & Torzadeh, G. (1994). A confirmatory factor analysis of the end-user computing satisfaction instrument. *MIS Quarterly*, 18(4), 453-461.

Dosi, G. (1988). Technological paradigms and technological trajectories: A suggested interpretation of the determinants and directions of technical change. *Research Policy*, 2, 147-162.

Duncan, R., & Weiss, A. (1979). Organizational learning: Implications for organizational design. *Research in Organizational Behavior*, 1, 75-123.

Dyer, J. H., & Hatch, N. W. (2004). Using supplier networks to learn faster. *Sloan Management Review*, 45(3), 57-63.

Dyer, J. H., & Nobeoka, K. (2000). Creating and managing a high-performance knowledge-sharing network: The Toyota case. *Strategic Management Journal*, 21, 345-367.

Dyer, J. H., & Singh, H. (1998). The relational view: Cooperative strategy and sources of interorganizational competitive advantage. *Academy of Management Review*, 23(4), 660-679.

Dyer, L., & Shafer, R. A. (1999). From human resource strategy to organizational effectiveness: Lessons from research on organizational agility. In M. A. Wright, J. W. Dyer, J. W. Boudreau & G. T. Milkovich (Eds.), *Research in personnel and human resource management*, 4 (pp. 145-174). Greenwich, Connecticut: JAI Press.

Ebbinghaus, H. (1985). *Memory: A contribution to experimental psychology*. New York: Dover.

Elkjaer, B. (2004). Organizational learning: The 'Third Way'. *Management Learning*, 35(4), 419-434.

Emden, Z., Yaprak, A., & Cavusgil, S. T. (2005). Learning from experience in international alliance: Antecedents and firm performance

implications. *Journal of Business Research*, 58(7), 883-892. Fahy, J. & Smithee, A. (1999). Strategic marketing and the resource based view of the firm. *Academy of Marketing Science Review*, 10, 1-20. Fiol, C. M., & Lyles, M. A. (1985). Organizational learning. *Academy of Management Review*, 10(4), 803-813. Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobserved variables and measurement error. *Journal of Marketing Research*, 18(1), 39-50. Fowler, F. J. (1988). *Survey research methods*. Newbury Park, California: Sage Publications.

Gagne', E. D., Yekovich, C. W., & Yekovich, F. R. (1993). *The cognitive psychology of school learning*. New York: Harper Collins. Gagne', R. M. (1985). *The conditions of learning and theory of instruction*. New York: Holt, Rinehart and Winston. Galer, G., & Van Der Heijden, K. (1992). The learning organization: How planners create organizational learning. *Marketing Intelligence and Planning*, 10, 5-12. Garvin, D.A. (1993). Building a learning organization. *Harvard Business Review*, 71(July-August), 78-91. Gentner, D. (1983). Structure-mapping: A theoretical framework for analogy. *Cognitive Science*, 7, 155-170. Ghemawat, P. (1986). Sustainable advantage. *Harvard Business Review*, 64(September-October), 53-58. Gherardi, S., & Nicolini, D. (2002). Learning in a constellation of interconnected practice: Cannon or dissonance. *Journal of Management Studies*, 39(4), 419-436. Gibb, A. A. (1997). Small firms' training and competitiveness: Building upon the small business as a learning organization. *International Small Business Journal*, 15(3), 13-29. Goh, S. C. (2003). Improving organizational learning capability: Lessons from two case studies. *The Learning Organization*, 10(4), 216-227. Graf, P., & Schacter, D. L. (1985). Implicit and explicit memory for new associations in normal and amnesic subjects. *Journal of Experimental Psychology*, 11, 501-518. Grant, R. B. (1991). The resource-theory of competitive advantage: Implications for strategy formulation. *California Management Review*, 33(3), 114-135. Grant, R. M. (1996a). Prospering in dynamically-competitive environments: Organizational capability as knowledge integration. *Organization Science*, 7(4), 375-387. Grant, R. M. (1996b). Toward a knowledge-based theory of the firm. *Strategic Management Journal*, 17(Winter), 109-122. Gujarati, D. N. (2003). *Basic econometrics* (4th ed). New York: McGraw-Hill. Gulati, R., Nohria, N., & Zaheer, A. (2000). Strategic networks. *Strategic Management Journal*, 21, 203-215. Guns, B. (1998). *The fast learning organization: Gain and sustain the competitive edge*. San Francisco: Jossey-Bass Publishers. Hair, J. F., Anderson, R. E., Tatham, R. L., & Black, W. C. (1998). *Multivariate data analysis* (5th ed). Englewood Cliffs, New Jersey: Prentice-Hall.

Halbwachs, M. (1992). *The Social Framework of Memory*. In L. A. Coser (Ed and Trans.), *On collective memory*. Chicago, Illinois: The University of Chicago Press. (Original work published 1925). Hamel, G. (1991). Competition for competence and inter-partner learning within international strategic alliances. *Strategic Management Journal*, 12, 83-103. Hansen, M. H., Hoskisson, R. E., Lorenzoni, G., & Ring, P. S. (1997, August). Strategic capabilities of the transactionally intense firm: Leveraging inter-firm relationships and trust. Paper presented at the Academy of Management Conference, Boston, Massachusetts. Hedberg, B. (1981). How organizations learn and unlearn. In P. C. Nystrom & W. H. Starbuck (Eds.), *Handbook of organizational design*, (pp. 3-27). New York: Oxford University Press. Helleloid, D., & Simonin, B. (1994). Organizational learning and a firm's core competence. In G. Hamel & A. Heene (Eds.), *Competence-based competition*, (pp. 213-239). New York: John Wiley and Sons. Hintzman, D. L. (1978). *The psychology of learning and memory*. San Francisco, California: Freeman. Hintzman, D. L. (1986). Schema abstraction in a multiple-trace memory model. *Psychological Review*, 93, 411-428. Hoang, H., & Antoncic, B. (2003). Network-based research in entrepreneurship: A critical review. *Journal of Business Venturing*, 18(2), 165-187. Huber, G. P. (1991). Organizational learning: The contributing process and the literatures. *Organization Science*, 2(1), 88-115. Hulland, J. (1999). Use of partial least squares (PLS) in strategic management research: A review of four recent studies. *Strategic Management Journal*, 20(2), 195-204. Hult, G. T. M., & Ferrell, O. C. (1997). Global organizational learning capacity in purchasing: Construct and measurement. *Journal of Business Research*, 40(2), 97-111. Itami, H. (1987). *Mobilizing invisible assets*. Boston, Massachusetts: Harvard University Press. Jacobs, J. (1965). *The death and life of great American cities*. New Jersey: Penguin Books. James, W. (1890). *The principle of psychology*. New York: Dove. Jarratt, D. (2004). Conceptualizing a relationship management capability. *Marketing Theory*, 4(4), 287-309. Jerez-Go'mes, P., Ce'spedes-Lorente, J., & Valle-Cabrera, R. (2004). Training practices and organizational learning capability: Relationship and implications. *Journal of European Industrial Training*, 28(2/3/4), 234-256. Jerez-Go'mes, P., Ce'spedes-Lorente, J., & Valle-Cabrera, R. (2005). Organizational learning capability: A proposal of measurement. *Journal of Business Research*, 58(6), 715-725. Johnson, J. L. (1999). Strategic integration in industrial distribution channels: Managing the interfirm relationship as a strategic asset. *Journal of the Academy of Marketing Science*, 27(Winter), 4-18. Johnson, J. L., & Sohi, R. S. (2003). The development of interfirm partnering competence: Platforms for learning, learning activities, and consequences of learning. *Journal of Business Research*, 56(9), 757-766. Johnson, J. L., Sohi, R. S., & Grewal, R. (2004). The role of relational knowledge stores in interfirm partnering. *Journal of Marketing*, 68(July), 21-36. Jo"reskog, K. G., & So"rborm, D. (1996). *LISREL 8: User's reference guide*. Mooresville, Indiana: Scientific Software Inc. Kim, D. H. (1993). The link between individual and organizational learning. *Sloan Management Review*, 35(1), 37-50. King, A. W., Fowler, S. W., & Zeithaml, C. P. (2001). Managing organizational competencies for competitive advantage: The middle-management edge. *Academy of Management Executive*, 15(2), 95-106. Kransdorff, A. (1998). *Corporate amnesia: Keeping know-how in the company*. Oxford, London: Butterworth-Heinemann. Krippendorff, K. (1975). Some principles of information storage and retrieval in society. *General System*, 20(32), 15-35. Kogut, B., & Zander, U. (1992). Knowledge of the firm, combinative capability, and the replication of technology. *Organization Science*, 3, 383-397. Kohli, A. K., & Jaworski, B. J. (1990). Market orientation: The construct, research proposition, and managerial implications. *Journal of Marketing*, 54(April), 1-18. Kok, A. W., Hillebrand, B., & Biemans, W. G. (2003). What makes product development market oriented? Toward a conceptual framework. *International Journal of Innovation Management*, 7(2), 137-162. Kolb, D. A. (1976). *Management and learning process*. California Management Review, 18(3), 21-31. Ku"hn, O., & Abecker, A. (1998). Corporate memories for knowledge management in industrial practice: Prospects and challenges. In U. M. Borghoff & R. Pareschi (Eds.), *Information technology for knowledge management*, (pp. 183-206). New

York:Springer-Verlag. Lado, A. A., & Wilson, M. (1994). Human resource systems and sustained competitive advantage:A competency-based perspective. *Academy of Management Review*, 19(4), 699-727. Lahteenmaki, S., Toivonen, J., & Mattila, M. (2001). Critical aspects of organizational learning research and proposals for its measurement. *British Journal of Management*, 12(2), 113-129. Lane, P. J., & Lubatkin, M. (1998). Relative absorptive capacity and interorganizational learning. *Strategic Management Journal*, 19(5), 461-467. Lave, J. (1988). *Cognition in practice: Mind, mathematics, and culture in everyday life*. New York:Cambridge University Press. Lave, J., & Wenger, E. (1991). *Situated learning: Legitimate peripheral participation*. New York:Cambridge University Press. Lefrancois, G. R. (1988). *Psychological theories and human learning*. Monterey, California:Brooks/ Cole. Lei, D., Hitt, M. A., & Bettis, R. (1996). Dynamic core competence through meta-learning and strategic context. *Journal of Management*, 22(4), 549-569. Lei, D., Slocum, J. W., & Pitts, R. A. (1999). Designing organizations for competitive advantage:The power of unlearning and learning. *Organizational Dynamics*, 27(3), 24-38. Levitt, B., & March, J. G. (1988). Organizational learning. *Annual Review of Sociology*, 14, 319-340. Li, L. Y. (2006). Relationship learning at trade shows:Its antecedents and consequences. *Industrial Marketing Management*, 35(2), 166-177. Lings, I. N., & Greenley, G. E. (2005). Measuring internal market orientation. *Journal of Service Research*, 7(3), 290-305. Lipshitz, R., Popper, M., & Friedman, V. J. (2002). A multifacet model of organizational learning. *The Journal of Applied Behavioral Science*, 38(1), 78-98. Lo'pez, S. P., Peo'n, J. M. M., & Orda's, C. J. V. (2005). Organizational learning as a determining factor in business performance. *The Learning Organization*, 12(3), 227-245. Lorenzoni, G., & Lipparini, A. (1999). The leveraging of interfirm relationships as a distinctive organizational capability:A longitudinal study. *Strategic Management Journal*, 20(4), 317-338. Loveridge, R., & Pitt, M. (1990). *The strategic management of technological innovation*. Somerset, New Jersey:Wiley. Lukas, B. A., Hult, G. T. M., & Ferrell, O. C. (1996). A theoretical perspective of the antecedents and consequences of organizational learning in marketing channels. *Journal of Business Research*, 36(3), 233-244. Mahoney, J. T. (1995). The management of resources and resource of management. *Journal of Business Research*, 33(2), 91-101. March, J. G. (1991). Exploration and exploitation in organizational learning. *Organization Science*, 2(1), 71-87. March, J. G., & Olsen, J. P. (1975). The uncertainty of the past:Organizational learning under ambiguity. *European Journal of Political Research*, 3, 147-171. March, J. G., & Simon, H. A. (1958). *Organizations*. New York:John Wiley and Sons. Marsh, H.W., & Hocevar, D. (1985). Application of confirmatory factor analysis to the study of self-concept:First and higher order factor models and their invariance across groups. *Psychological Bulletin*, 97(3), 562-582. Mayer, R. E. (1981). *The promise of cognitive psychology*. San Francisco, California:W. H. Freeman and Company. McDougall, W. (1924). *Outline of psychology*. New York:Charles Scribner ' s Sons. Mckee, D. O. (1992). An organizational learning approach to product innovation. *Journal of Product Innovation Management*, 9(September), 232-245. McQuarrie, E. F., & McIntyre, S. H. (1992). The customer visit:An Emerging practice in business-to-business marketing. Working paper (Report No. 92-114), Cambridge, Massachusetts:Marketing Science Institute. Meyers, P. W. (1990). Non-linear learning in technological firms. *Research Policy*, 19(2), 97-115. Meyer, B., & Sugiyama, K. (2007, in press). The concept of knowledge in KM:A dimensional model. *The Journal of Knowledge Management*, 11(1). Miller, G. A. (1956). The magical number seven, plus or minus two:Some limits on our capacity for processing information. *Psychological Review*, 63, 81-97. Mohr, J. J., & Sengupta, S. (2002). Managing the paradox of inter-firm learning: The role of governance mechanisms. *Journal of Business and Industrial Marketing*, 17(4), 282-301. Moorman, C., & Miner, A. S. (1997). The impact of organizational memory on new product performance and creativity. *Journal of Marketing Research*, 34(February), 91-106. Morgan, M. R., & Hunt, D. S. (1994). The commitment-trust theory of relationship marketing. *Journal of Marketing*, 58(July), 20-38. Morgan, R. E., Katsikeas, C. S., & Appiah-Adu, K. (1998). Market orientation and organizational learning capabilities. *Journal of Marketing Management*, 14, 353-381. Nahapiet, J., & Ghoshal, S. (1998). Social capital, intellectual capital, and the organization advantage. *Academy of Management Review*, 23(2), 242-266. Neilson, R. (1997). *Collaborative technologies and organizational learning*. Hersey, Pennsylvania:Idea Group Publishing. Netemeyer, R. G., Johnson, M. W., & Burton, S. (1990). Analysis of role conflict and role ambiguity in a structural equation framework. *Journal of Applied Psychology*, 75(2), 148-157. Nevis, E. C., Dibella, A. J., & Gould, J. M. (1995). Understanding organizations as learning systems. *Sloan Management Review*, 36(2), 73-85. Nevo, D., & Wand, Y. (2005). Organizational memory information systems:A transactive memory approach. *Decision Support System*, 39, 549-562. Nissley, N., & Casey, A. (2002). The politics of the exhibition:Viewing corporate museums through the paradigmatic lens of organizational memory. *British Journal of Management*, 13(Special Issue), 35-45. Noe, R. A., & Schmitt, N. (1986). The influence of trainee attitudes on training effectiveness:Test of a model. *Personnel Psychology*, 39, 497-523. Nonaka, I. (1994). A dynamic theory of organizational knowledge creation. *Organization Science*, 5(1), 14-37. Nonaka, I., & Takeuchi, H. (1995). *The knowledge-creating company:How Japanese companies create the dynamics of innovation*. New York:Oxford University Press. Nunnally, J. C. (1978). *Psychometric theory* (2nd ed). New York:McGraw-Hall. Olivera, F. (2000). Memory systems in organizations:An empirical investigation of mechanisms for knowledge collection, storage and access. *Journal of Management Studies*, 37(6), 811-832. Ozorhon, B., Dikmen, I., & Birgonul, M. T. (2005). Organizational memory formation and its use in construction. *Building Research and Information*, 33(1), 67-79. Park, J. E., & Bunn, M. D. (2003). Organizational memory:A new perspective on the organizational buying process. *Journal of Business and Industrial Marketing*, 18(3), 237-257. Pawlowsky, P. (2001). The treatment of organizational learning in management science. In M. Dierkes, A. B. Antal, J. Child & I. Nonaka (Eds.), *Handbook of organizational learning and knowledge*, (pp. 61-88). New York:Oxford University Press. Pea, R. D. (1987). Socializing the knowledge transfer problem. *International Journal of Educational Research*, 11, 639-663. Penrose, E. T. (1959). *The theory of the growth of the firms*. New York:Wiley. Peteraf, M. A. (1993). The cornerstones of competitive advantage:A resource-based view. *Strategic Management Journal*, 14, 179-191. Phan, P. H., & Peridis, T. (2000). Knowledge creation in strategic alliances:Another look at organizational learning. *Asia Pacific Journal of Management*, 17, 201-222. Piaget, J. (1976). *The group of consciousness:Action and concept in the young child*.

Cambridge, Massachusetts:Harvard University Press. Pittaway, L., Robertson, M., Munir, K., Denyer, D., & Neely, A. (2004). Networking and Innovation:A systematic review of the evidence. *International Journal of Management Review*, 5/6(3/4), 137-168. Pittaway, L., & Rose, M. (2006). Learning and relationships in small firms:Introduction to the special issue. *International Small Business Journal*, 24(3), 227-231. Podsakoff, P., & Organ, D. (1986). Reports in organizational research:Problems and prospects. *Journal of Management Studies*, 27(4), 305-327. Powell, W. W., Koput, K. W., & Smith-Doerr, L. (1996). Interorganizational collaboration and the locus of innovation:Networks of learning in biotechnology. *Administrative Science Quarterly*, 41, 116-145. Prahalad, C. K., & Hamel, G. (1990). The core competence of the corporate. *Harvard Business Review*, 68(May-June), 79-91. Reber, A. S. (1993). *Implicit learning and tacit knowledge:An essay on the cognitive unconscious*. New York:Oxford University Press. Reisinger, Y., & Mavondo, F. (2004). Modeling psychographic profiles:A study of the U.S. and Australian student travel market. *Journal of Hospitality & Tourism Research*, 28(1), 44-65. Richter, F. J., & Vettel, K. (1995). Successful joint ventures in Japan:Transferring knowledge through organizational learning. *Long Range Planning*, 28(3), 37-45. Rindfleisch, A., & Moorman, C. (2001). The acquisition and utilization of information in new product alliance: A strength-of-ties perspective. *Journal of Marketing*, 65(April), 1-18. Robey, D., Boudreau, M. C., & Rose, G. M. (2000). Information technology and organizational learning:A review and assessment of research. *Accounting Management and Information Technology*, 10(1), 125-155. Robey, D., & Sales, C. A. (1994). *Designing organizations*. Homewood, Illinois:Irwin. Rosenberg, N. (1976). *Inside the black box:Technology and economics*. Cambridge:Cambridge University Press. Roy, S., Sivakumar, K., & Wilkinson, I. F. (2004). Innovation generation in supply chain relationship:A conceptual model and research propositions. *Journal of the Academy of Marketing Science*, 32(1), 61-79. Royer, J. M. (1979). Theories of the transfer of learning. *Educational Psychologist*, 14, 53-69. Sandelands, L. E., & Stablein, R. E. (1987). The concept of organizational mind. In S. Bachrach & N. DiTomaso (Eds.), *Research in the sociology of organization*, 5 (pp. 135-162). Greenwich, Connecticut:JAI Press. Sarkar, M., Cavusgil, S. T., & Aulakh, P. S. (2001). The influence of complementarity, compatibility, and relationship capital on alliance performance. *Journal of the Academy of Marketing Science*, 29(4), 358-373. Schacter, D. L., & Moscovitch, M. (1984). Infants, amnesics, and dissociable memory systems. In M. Moscovitch (Ed.), *Infant memory*, (pp. 173-216). New York:Plenum Press. Schein, E. H. (1992). *Organizational culture and leadership*. San Francisco, California:Jossey-Bass. Selnes, F., & Sallis, J. (1999). Relationship learning with key customers. Working paper (Report No. 99-103), Cambridge, Massachusetts:Marketing Science Institute. Selnes, F., & Sallis, J. (2003). Promoting relationship learning. *Journal of Marketing*, 67(July), 80-95. Senge, P. M. (1990). *The fifth discipline:The art and practice of the learning organization*. New York:Doubleday. Senge, P. M., & Streman, J. D. (1992). Systems thinking and organizational learning:Acting locally and thinking globally in the organization of the future. *European Journal of Operational Research*, 59(1), 137-150. Sharma, S. (1996). *Applied multivariate techniques*. New York:John Wiley and Sons. Shukla, M. (1997). *Competing through knowledge:Building a learning organization*. Thousand Oaks, California:Sage Publications. Simon, H. A. (1953). Birth of an organization:The economic cooperation administration. *Public Administrative Review*, 13(4), 227-236. Simon, H. A. (1969). *The science of the artificial*. Cambridge, Massachusetts:MIT Press. Sinkula, J. M. (1994a). Marketing information processing and organizational learning. *Journal of Marketing*, 58(January), 35-45. Sinkula, J. M. (1994b). Information processing in the learning organization. In R. Achrol & A. Mitchell (Eds.), *Enhancing knowledge development in marketing*, (pp. 442-443). Chicago, Illinois:American Marketing Association. Sivadas, E., & Dwyer, F. R. (2000). An examination of organizational factors influencing new product success in internal and alliance-based processes. *Journal of Marketing*, 64(January), 31-49. Slater, S. F., & Narver, J. C. (1995). Market orientation and the learning organization. *Journal of Marketing*, 59(July), 63-74. Slater, S. F., & Narver, J. C. (2000). Intelligence generation and superior customer value. *Journal of the Academy of Marketing Science*, 28(1), 120-127. Soh, P. H. (2003). The role of networking alliances in information acquisition and its implications for new product performance. *Journal of Business Venturing*, 18(6), 727-744. Squire, L. R., & Kandel, E. R. (1999). *Memory:From mind to molecules*. New York:Scientific American Library. Srivastava, R. K., Shervani, T. A., & Fahey, L. (1998). Market-based assets and shareholder value:A framework for analysis. *Journal of Marketing*, 62(January), 2-18. Stata, R. (1989). Organizational learning:The key to management innovation. *Sloan Management Review*, 30(3), 63-74. Stein, E. W., & Zwass, V. (1995). Actualizing organizational memory with information systems. *Information Systems Research*, 6(2), 85-118. Szulanski, G. (1996). Exploring internal stickiness:Impediments to the transfer of best practice within the firm. *Strategic Management Journal*, 17, 27-43. Teece, D. J., Pisano, G., & Shuen, A. A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal*, 18, 504-534. Teo, H. H., Wang, X. W., Wei, K. K., Sia, C. L., & Lee, K. O. (2006). Organizational learning capacity and attitude toward complex technological innovations:An empirical study. *Journal of the American Society for Information Science and Technology*, 57(2), 264-279. Theresa, K. L. (2000). Organizational learning:Creating, retaining, and transferring knowledge. *Administrative Science Quarterly*, 45(3), 622-625. Thronthike, E. L., & Woodworth, R. S. (1901). The influence of improvement in one mental function upon the efficiency of other functions. *Psychological Review*, 8, 247-261. Tobin, D. R. (1993). Re-educating the corporation:Foundations for the learning organization. Essex Junction, Vermont:Oliver Wight Publications. Traugott, M. (Ed. and Trans.) (1978). *Emile Durkheim on institutional analysis*. Chicago, Illinois:University of Chicago Press. Tulving, E. (1972). Episodic and semantic memory. In E. Tulving & W. Donaldson (Eds), *Organization of memory*. London:Academic Press. Tulving, E. (1985). How many memory systems are there ?. *American Psychologist*, 40, 385-398. Tulving, E., Schacter, D. L., & Stark, H. A. (1982). Priming effects in word-fragment completion are independent of recognition memory. *Journal of Experimental Psychology:Learning, Memory, and Cognition*, 8, 336-342. Tuominen, M. (2004). Channel collaboration and firm value proposition. *International Journal of Retail & Distribution Management*, 32(4), 178-189. Ulrich, D. O., Von Glinow, M. A., & Jick, T. (1993). High-impact learning:Building and diffusing learning capability. *Organizational Dynamics*, 22(2), 52-66. Walsh, J. P., & Ungson, G. R. (1991). Organizational memory. *Academy of Management Review*, 1