

The Relationships among Motivating Factors, Trust and Knowledge Sharing – An Empirical Study of High Technology Industrie

洪文龍、魏文欽

E-mail: 9800779@mail.dyu.edu.tw

ABSTRACT

In the past few years, knowledge sharing has become the important study issue of knowledge management. According to the person who was the key element of whether knowledge sharing will be succeeded or not in organizations. The purposes of this study are two folds:(1)to explore the relationships between motivating factors and knowledge sharing on the High-Tech employees.(2)to explore the moderating effects of trust be-tween motivating factors and knowledge sharing.

The purpose of this study was to investigate the correlations among motivating factors, trust and knowledge sharing. Subjects were High-Tech employees. The analysis of data was carried out by means of AMOS. The results showed that Trust and Motivat-ing factors affect Knowledge sharing significantly.

Accordingly, the manager of High-Technical Industry in Taiwan should fulfill the employee ' s satisfaction of motivation. A trustful working environment in which em-ployees can develop a trusting relationship manager, colleagues and the organization is created. Thus, the manager builds an interaction channel of communication and devel-ops " knowledge sharing " in the organization. Ultimately the knowledge is well devel-oped and diffused in the organization. Further, in the knowledge economic age, the or-ganization will be able to take competitive advantages.

Keywords : motivating factors、trust、knowledge sharing

Table of Contents

中文摘要	iii
英文摘要	iv
誌謝辭	v
內容目錄	vi
表目錄	viii
章目錄	x
第一章 緒論	1
第一節 研究背景與動機	1
第二節 研究目的	3
第三節 研究範圍與對象	3
第四節 研究流程	4
第二章 文獻回顧	5
第一節 高科技產業的定義	5
第二節 知識分享	7
第三節 信任關係	13
第四節 激勵因素	18
第五節 構面間之關係	31
第三章 研究方法	38
第一節 研究假設與架構	38
第二節 研究變數之操作性定義	39
第三節 資料蒐集方法	45
第四節 問卷設計	46
第五節 資料分析方法	48
第四章 實證結果分析	62
第一節 樣本基本資料分析	62
第二節 敘述性分析	65
第三節 因素分析	67

第四節	相關分析	69
第五節	信度與效度分析	70
第六節	LISREL模式分析	72
第五章	結論與建議	82
第一節	研究結論	82
第二節	管理意涵	84
第三節	研究限制與未來研究建議	85
參考文獻	87	
附錄A	問卷	100

表目錄

表 2- 1 知識分享之觀點	10
表 2- 2 知識分享行為內容	12
表 2- 3 信任對象與構面	17
表 2- 4 激勵理論之間的比較	25
表 2- 5 激勵因素之主要構面與研究變數	30
表 2- 6 影響信任關係之激勵因素相關研究	31
表 2- 7 激勵因素對知識分享正向影響之觀點	33
表 3- 1 激勵因素之操作性定義	43
表 3- 2 信任關係之操作性定義	44
表 3- 3 知識分享之操作性定義	45
表 3- 4 激勵因素構面	46
表 3- 5 信任關係構面	47
表 3- 6 知識分享構面	47
表 3- 7 KMO值之參考指標	49
表 3- 8 Cronbach's 係數合理範圍	50
表 3- 9 本研究模式之結構方程式參數表	55
表 3-10 LISREL基本符號定義表	57
表 3-11 結構方程模式之整體配適度指標	61
表 4- 1 樣本分佈	63
表 4- 2 各變項平均數與標準差	66
表 4- 3 激勵因素因素分析表	68
表 4- 4 變數間相關係數分析表	70
表 4- 5 本研究各構面之Cronbach's 值	71
表 4- 6 SEM構面信度分析	71
表 4- 7 本研究平均變異萃取	72
表 4- 8 本研究衡量模式分析	73
表 4- 9 本研究之評鑑模型配適度指標結果	76
表 4- 10 SEM最終模式係數估計值	76
表 4- 11 變數之間的影響效果	78
表 4- 12 研究假設驗證彙整	81

圖目錄

圖 1- 1 研究流程圖	4
圖 2- 1 知識螺旋圖	9
圖 2- 2 Herzberg雙因子模式	21
圖 2- 3 Vroom的期望模式	23
圖 2- 4 Robbins之激勵獎酬制度	29
圖 2- 5 整合型激勵理論模式	35
圖 3- 1 本研究架構圖	39
圖 3- 2 本研究之結構模式路徑圖	56
圖 4- 1 本研究之LISREL完整模型圖	78

REFERENCES

- 一、中文部份Davenport, T. H., & Prusak, L.(1999), 知識管理(胡瑋珊譯), 台北:中國生產力中心, (原文於1998年出版)。Fukuyama, F. (2004), 信任:社會德性與繁榮的創造(李宛蓉譯), 台北:立緒文化, (原文於1995年出版)。Jim Botkin (2000), 智慧狂潮-帶動知識變革的知識社群(李靜瑤, 朱璞瑄譯), 台北:高寶國際, (原文於1999年出版)。Nonaka, I., & Takeuchi , H. (1997), 創新求勝-智價企業論(楊子江, 王美音譯), 台北:遠流, (原文於1995年出版)。Robbins, S. P. (2006), 組織?為學, 十一版, (?青芬, ?雅婷, 趙慕芬譯), 台?:華泰書局, (原文於2005年出版)。Thurow, L. C.(2000), 知識經濟時代(齊思賢譯), 台北:時報文化, (原文於1999年出版)。亢建勳(2006), 運用結構方程模式探討領導型態、組織文化、組織學習、工作滿足及組織績效之關係研究-以高科技產業為例, 國立東華大學企業管理研究所未出版之碩士論文。王宜敏(2001), 影響資訊人員知識分享行為之因素 - 以社會交換理論為基礎來探討, 國立中山大學人力資源管理研究所未出版之碩士論文。江靖芬(2006), 企業轉型策略、員工激勵制度、組織生涯發展與組織績效關係之研究, 國立中山大學人力資源管理研究所未出版之碩士論文。吳明隆(2007), 結構方程模式AMOS的操作與應用, 臺?:五南圖書。吳貞誼(2000), 個人 - 組織契合、組織信任與組織公民行為關係之研究 - 以航空客運公司為例, 國立海洋大學航運管理研究所之碩士論文。吳偉立(2002), 促動因子與知識分享要素關係之研究 - 以人格特質及工作特性為干擾變項, 靜宜大學企業管理研究所未出版之碩士論文。?元墩, 吳濟民, 艾昌瑞, ?嘉峪(2007), 組織學習、知?分享與新產品開發績效關係之研究:台灣知?密集產業之實證, 科技管?學刊, 12(1), 55-86。杜梅明(2005), 風險偏好、組織氣候、激?因素與組織承?之相關性研究, 國?中山大學人?資源管?研究所未出版之碩士論文。邱皓政(2006), 結構方程式, 臺?:雙葉書廊。孫?凡(1999), 人口屬性、報酬激?效果與工作滿足間之關係, 國?政治大學公共關係管?研究所未出版之碩士?文。張文華(1999), 基層?政人員組織信任之研究, 政治大學公共?政研究所未出版之碩士?文。張雅雯(2005), 組織間合作之知?分享影響因素研究, 國?成功大學工業與資訊管?研究所未出版之碩士?文。許雅棣(2001), 主管?導型態、員工人格特質、組織激?制?與員工工作績效之相關性--以保險業務員為?, 國?東華大學管?研究所未出版之碩士?文。許碧芬(2001), 旅遊電子商務企業之組織設計與人力資源管理之研究-以知識管理的觀點, 國科會研究計畫, 台北:行政院國家科學委員會。森田松太郎, 高梨智弘(2000), 知識管理的基礎與實例(吳承芬譯), 台北:小知堂。湯令儀(2000), 知識分享網路之研究, 國立政治大學企業管理研究所未出版之碩士?文。湯明哲(1999), 知識建構優勢, 遠見雜誌, 156, 112-114。黃怡姿(1999), 員工之組織信任的形成與影響, 國立台灣大學心理學研究所未出版之碩士?文。黃洲煌(1999), 個個人格特質、激?認知、工作態?與組織公民?為之關?性研究, 國?台灣科技大學管?研究所未出版之碩士?文。黃英忠(2001), 現代管?學(4版), 台?:華泰書局。楊清閔(2000), 知識活動下的人力資源策略, 政治大學企業管理研究所未出版之碩士論文。詹?統(1995), 個人屬性、人格特質與內滋激?和外附激?關?性之研究, 國?交通大學管?科學研究所未出版之碩士?文。廖述賢, 費吳琛, 王儀雯(2006), 信任關係、工作滿足與知?分享關?性之研究, 人?資源管?學報, 6(3), 23-44。趙心潔(2002), 激?性報酬、員工屬性與工作滿意?之研究 - 以高科技產業為實證對象, 文化大學國際企業管?研究所未出版之碩士?文。劉念琪, 黃家齊(2001), 人力資源管理活動對組織內個人知識分享行為之研究, 2001 科技整合管理國際研討會, 東吳大學企業管理學系主辦, 129-140。劉常勇(2000), 劉常勇管理學習知識, 來源:
<http://www.cme.org.tw/know>。蔡蕙鎂(2003), ?導型態、激?制?、人格特質與組織承?關係之研究 - 以台灣地區民營銀?為?, 逢甲大學企業管?研究所未出版之碩士?文。鄭仁偉, 杜啟華, 張安琪(1998), 部門相依性、信任與部門間合作關係的研究, 管理與系統, 5(1), 19-39。鄭仁偉, 黎士群(2001), 組織公平、信任與知識分享行為之關係性研究, 人力資源管理學報, 1(2), 69-93。黎士群(1999), 組織公平、信任與知識分享行為之關係 - 以Unix系統管理人員為例, 銘傳大學管理科學研究所未出版之碩士論文。蕭淑月(2002), 關係型態與影響知識分享相關因素之研究, 國立屏東科技大學企業管理所未出版之碩士論文。羅育如(2001), 以知識市場效率性觀點探討組織內部知識創造績效, 義守大學管理研究所未出版之碩士論文。
- 二、英文部份Anderson, J. C., & Narus, J. A. (1990). A model of distributor firm and manufacturer firm working partnerships. *Journal of Marketing*, 54, 42-58.Armeli, S., Eisenberger, R., & Rhoades, L. (2001). Affective commitment to the organization: The contribution of perceived organizational support. *Journal of Applied Psychology*, 86(5), 825-836.Bagozzi, R. P., & Yi, Y. (1988). On the Evaluation of Structural Equation Models. *Academy of Marketing Science*, 16(1), 76-94.Bailey, C., & Clarke, M. (2001). Managing Knowledge for Personal and Organizational Benefit. *Journal of Knowledge Management*, 5, 58-68.Barclay, D. W., & Smith, J. B. (1997). The effects of organizational differences and trust on the effectiveness of selling partner relationships. *Journal of Marketing*, 61, 3-21.Bender, S., & Fish, A. (2000). The Transfer of Knowledge and The Retention of Expertise: The Continuing Need for Global Assignments. *Journal of Knowledge Management*, 4, 125-137.Bentler, P. M. (1995). EQS Structural equation program manual. CA: Multivariate Software.Bentler, P. M., & Bonett, D. G. (1980). Significance test and good-ness of fit in the analysis of covariance structures. *Psychological Bulletin*, 88, 588-606.Berman, J., Costigan, R. D., & Ilter, S. S. (1998). A multi-dimensional study of trust in organizations. *Journal of Management Issues*, 10, 303-317.Burt, R. S., Camerer, C., Rousseau, S. B., & Sitkin, S. B. (1998). Not so different after all: A cross-discipline view of trust. *Academy of Management Review*, 23(3), 393-404.Cannon, J. P., Doney, P. M., & Mullen, M. P. (1998). Understanding the influence of national culture on the development of trust. *Academy of Management Review*, 23(3), 601-620.Carnevale, D. G. (1995). Trustworthy Government. San Francisco: Jossey-Bass Publishers.Carnevale, D.G., & Wechsler, B. (1992). Trust in the public sector: Individual and organizational determinants. *Administration & Society*, 23(4), 471-494.Cheraskin, L., Shapiro, D., & Shepard, B. H. (1992). Business on a handshake. *Negotiation Journal*, 8(4), 365-377.Churchill, G. A., Ford, N. M., Hartley, S. W., & Walker, O. C. (1985). A determinants of salesperson performance: A meta-analysis. *Journal of Marketing Research*, 22(5), 103-118.Comeau-Kirschner, C. (2000). The Sharing Culture. *Management Review*, 89, 8.Cook, J., & Wall, T. (1980). New work attitude measures of trust, organizational commitment and personal need nonfulfillment. *Journal of Occupational Psychology*, 53, 39-52.Costigan, R. D., Ilter, S. S., & Berman, J. J. (1998). A multi-dimension of trust in organization. *Journal of Managerial Issues*, 10(3), 303-317.Daft, R. L. (2001). *Organization Theory and Design*. (5th ed.). Ohio: South-Western College Publishing, 257-266.Daley, D. M., & Vasu,

M. L. (1998). Fostering organizational trust in North Carolina: The pivotal role of administrators and political leaders. *Administration & Society*, 30, 62-84.

Davis, J. H., Mayer, R. C., & Schoorman, F. D. (1995). An integration model of organizational trust. *Academy of Management Review*, 20(3), 29-61.

Dirks, K. T. & Ferrin, D. L. (2002). Trust in leadership: meta-analytic findings and implications for research and practice. *Journal of Applied Psychology*, 87(4), 611-628.

Drucker, P. E. (1988). The coming of the new organization. CA: Harvard Business Review.

Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71, 500-507.

Fornell, C., & Larcker, D. F. (1981). Evaluating Structural Equation Models with Unobservables and Measurement Error. *Journal of Marketing Research*, 18, 6-21.

Gambetta, D. (1988). Can we trust trust?. UK: Basil Blackwell, 213-237.

Hair, J. F., Anderson, R. E., Tatham, R. L., & Black, W. C. (1998). Multivariate data analysis (5th ed.). UK: Prentice Hall.

Hendriks, P. (1999). Why Share Knowledge? The Influence of ICT on The Motivation for Knowledge Sharing. *Knowledge and Process Management*, 6(2), 91-100.

Hidding, G., & Shireen, M. C. (1998). Anatomy of A Learning Organization: Turning Knowledge Into Capital at Andersen Consulting. *Knowledge and Process management*, 5, 3-13.

Hill, D. B. (1981). Attitude generalization and the measurement of trust in American leadership. *Political Behavior*, 3(3), 257-270.

Holmes, J. G. (1981). The exchange process in close relationships: Microbehavior and macromotives. New York: Plenum, 261-284.

Hu, L., & Bentler, P. M. (1993). Fit indexes in covariance structure equation modeling. Unpublished manuscript.

Hu, L., & Bentler, P. M. (1999). Cut off criteria for fit indexes in covariance structure equation modeling, 6(1), 1-55.

Ivancevich & Motteson (1977). *Organizational Behavior and Performance*. California: Goodyear, 10.

Jason, J. B., Robert, D. C., & Selim, S. I. (1998). A multi-dimensional study of trust in organizations. *Journal of Managerial Issue*, 10, 303-317.

Johnston, M., Boles, J. & Hair, J. (1987). Motivation and supervision of the sales force. working paper. LA: University of Louisiana press.

Jones, A. P., James, L. R., & Bruni, J. R. (1975). Perceived Leadership Behavior and Employee Confidence in the Leader as Moderated by Job Involvement. *Journal of Applied Psychology*, 60, 146-149.

Jones, G., & George, J. (1998). The Experience and Evolution of Trust: Implications for Cooperation and Teamwork. *Academy of Management Review*, 23(3), 393-404.

Kim, W. C. , & Mauborgne, R. A. (1997). Fair Process: Managing in the Knowledge Economy. *Harvard Business Review*, 75(4), 65-75.

Korthuis-Smith, W. A. (2002). Organizational trust: The influence of contextual variables. Unpublished doctoral dissertation, University of Seattle, U. S.

Kramer, P. M. (1999). Trust and distrust in organizations: emerging perspectives, enduring questions. *Annual Review of Psychology*, 50, 569-598.

Krogh, G. (1998). Care in Knowledge Creation. CA: Berkley Spring.

Kumar, N., Scheer, L. K., & Steenkamp, (1995). The effects of supplier fairness on vulnerable resellers. *Journal of Marketing Research*, 1(32), 54-65.

Lank, E. (1997). Leveraging Invisible Assets: The Human Factor. *Long Range Planning*, 30, 406-412.

Leonard, D., & Scensiper, S. (1998). The role of tacit knowledge in group innovation. *California Management Review*, 40(3), 112-132.

Lewis, J. D., & Weigert, A. (1985). Tryst as a social reality. *Social force*, 63(4), 967-985.

Liao, S. H., Chang, J. C., Cheng, S. C., & Kuo, C. M. (2004). Employee relationship and knowledge sharing: A case study of a Taiwanese finance and securities firm. *Knowledge Management Research & Practice*, 2, 24-34.

Liebowitz, J. (2001). Knowledge management and its link to artificial intelligence. *Expert Systems with Applications*, 20, 1-6.

McAllister, D. J. (1995). Affect and cognition based trust as foundations for interpersonal cooperation in organizations. *Academy of Management Journal*, 38, 24-59.

McDermott, R., & O 'Dell, C. (2000). Overcoming Cultural Barriers to Sharing Knowledge. *Journal of Knowledge Management*, 5, 76-85.

Mulaik, S. A., James, L. R., Van Altine, J., Bennett, N., Lind, S., & Stilwell, C. C. (1989). Evaluation of goodness of fit indices for structural equation models. *Psychological Bulletin*, 105, 430-445.

Nancy, M. D. (2000). Common knowledge: How companies thrive by sharing what they know. Boston: Harvard Business School Press.

Nonaka & Takeuchi (1995). *The knowledge-creating company*. New York: Oxford University Press.

Nonaka, I. (1995). A dynamic theory of organizational knowledge creation. *Organization Science*, 15(1), 14-37.

Pearce, J. L. (1993). Toward an organizational behavior of contract laborers: Their psychological involvement and effects on employee co-workers. *Academy of Management journal*, 36(5), 1082-1096.

Polanyi, M. (1966). *The tacit dimension*. London: Routledge and Kegan Paul.

Porter, L. W., & Lawler, E. E. (1968). *Managerial Attitudes and Performance*. New York: Homewood.

Quinn, J. B. (1992). Intelligent enterprise: A knowledge and service based paradigm for industry. New York: The Free Press.

Rempel, J. K., Holmes, J. G., & Mark, P. Z. (1985). Trust in Close Relationships. *Journal of Personality and Social Psychology*, 49(1), 95-112.

Robbins, S. P. (1998). *Organization Behavior* (8th ed.). New Jersey: Prentice-Hill.

Robbins, S. P. (2003b). *Organizational Behavior* (10th ed.). New Jersey: Prentice-Hill, 284-285.

Rotter, J. B. (1980). Interpersonal trust, trustworthiness, and gullibility. *American Psychologist*, 35, 1-7.

Sambamurthy, V., & Subramani, M. (2005). Special issue on information technologies and knowledge management. *MIS Quarterly*, 29(1), 1-7.

Senge, P. M. (1997). *Sharing Knowledge*. Executive Excellence, 14(11), 17-18.

Urbanski, A. (1986). Incentives Get Specific. *Sales and Marketing Management*, 9, 98-102.

Watanabe, C. (1995). The Feedback Loop Between Technology and Economic Development: An Examination of Japanese Industry. *Technological Forecasting and Social Change*, 49, 127-145.

Wijnhoven, F. (1998). Knowledge logistic in business contexts: Analyzing and diagnosing knowledge sharing by logistics concepts. *Knowledge and Process Management*, 5, 143-157.

Zielinski, D. (2000). Have You Shared A Bright Idea Today?. *Training*, 37, 65.

Zucker, L. G. (1986). The production of trust: Institutional sources of economic structure. *Research in Organizational Behavior*, 8, 55-111.