

# Social Capital and Organization Effectiveness: The Perspective of Organizational Learning

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## ABSTRACT

In the era of knowledge economy, in order to improve the organizational effectiveness, there are their necessities and proper to introduce the social capital for organizational in good time. Moreover, form the view of organizational learning, while probing into the relationships between social capital and organizational effectiveness, organizational learning has influential power that can't be ignored.

A contingency model describing the mediation effects of Organizational Learning on the Social Capital and Organizational Effectiveness. This study aimed to examine the relationship among Social Capital, Organizational Learning and Organizational Effectiveness. It further investigated both mediation effects, in terms of Organizational Learning on the relationship between Social Capital and Organizational Effectiveness.

A survey of research was conducted by using a sample of elementary school in Chang Hwa country. Structural Equation Modeling (SEM) analysis was used to test the hypotheses. The major findings of this research are as follows: (1) Internal Social Capital had a direct positive influence in Internal Learning. (2) External Social Capital had a direct positive influence in External Learning. (3) Internal Learning had a directed positive influence in Organizational Effectiveness. (4) External Learning had no direct positive influence in Organizational Effectiveness. (5) Internal Social Capital had an indirect positive influence, through the mediation effects of Internal Learning and Organizational Effectiveness respectively. (6) External Social Capital had no indirect positive influence, through the mediation effects of External Learning and Organizational Effectiveness respectively.

Keywords : social capital、organizational learning、organization effectiveness

## Table of Contents

中文摘要	iii
英文摘要	iv
誌謝辭	vi
內容目錄	vii
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 研究目的與問題	3
第二章 文獻探討	4
第一節 社會資本	4
第二節 社會資本與組織效能	9
第三節 組織學習	11
第四節 社會資本、組織學習與組織效能之關聯性	15
第三章 研究設計	20
第一節 研究架構	20
第二節 研究對象與資料收集	21
第三節 測量模式分析	22
第四節 資料分析方法	30
第四章 資料分析	33
第一節 描述性統計	33
第二節 相關分析	34
第三節 測量模式分析	35
第四節 結構模式分析	36
第五章 討論與建議	41

第一節 結論 . . . . .	41
第二節 研究限制與建議 . . . . .	45
參考文獻 . . . . .	49
附錄A 焦點座談 . . . . .	55
附錄B 問卷題項 . . . . .	59

表目錄

表 2-1 組織學習理論 . . . . .	13
表 3-1 內部社會資本量表因素分析結果 . . . . .	23
表 3-2 外部社會資本量表因素分析結果 . . . . .	25
表 3-3 內部學習量表因素分析結果 . . . . .	26
表 3-4 外部學習量表因素分析結果 . . . . .	27
表 3-5 組織效能量表因素分析結果 . . . . .	29
表 3-6 資料彙總檢定值 . . . . .	31
表 4-1 量表平均數、標準差 . . . . .	34
表 4-2 相關係數表 . . . . .	34
表 4-3 測量模式驗證性因素分析結果 . . . . .	35
表 4-4 因素模式分析比較表 . . . . .	36
表 4-5 模式比較表 . . . . .	39

圖目錄

圖 3-1 研究架構圖 . . . . .	20
圖 4-1 理論模式 . . . . .	37
圖 4-2 最終結構模式 . . . . .	39

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