Abstract

Knowledge sharing contributes to the competitive advantage of an organization. In this study, I differentiated knowledge sharing practices according to three criteria: target and medium of knowledge sharing (person-to-document vs. face-to-face vs. computer-mediated person-to-person/person-to-group), scope of knowledge sharing (one-to-one/personal vs. collective), and initiative of knowledge sharing (voluntary vs. solicited). I also hypothesized that different types of knowledge sharing practices could have different antecedents that included (a) group cohesiveness, (b) psychological safety, (c) interpersonal relationship/social ties as personal benefits, (d) anticipated reciprocal relationships, and (e) explicitness of knowledge. A preliminary study consisting of individual and focus group interviews were conducted to identify different knowledge sharing activities and antecedents of knowledge sharing in a large corporation in Hong Kong. Based on the findings of the background interviews, a questionnaire survey was developed and administered to the employees in the organization; a total of 127 usable responses were collected. The results showed that factors influencing different types of knowledge sharing behaviors were different. For example, explicitness of knowledge was effective in predicting person-to-document knowledge sharing. Group cohesiveness was a significant driver of several types of sharing behaviors including person-to-document, face-to-face, one-to-one/personal, collective, and voluntary sharing. The implications of the findings regarding differentiated influence of the antecedents on the knowledge sharing types and recommendations for future research are presented.

摘文

知識分享對組織競爭優勢有突出貢獻。在本研究中，我依據三個標準區分了知識分享的實踐，這三個標準分別是：知識分享的對象和媒介（人對文件 (person-to-document) vs. 面對面的 (face-to-face) vs. 以計算機為媒介的人對人/人對群體 (computer-mediated person-to-person/person-to-group)），知識分享的範圍（一對一/個人的 (one-to-one/personal vs. 集體的 (collective)），以及知識分享的主動性（自願的 (voluntary) vs. 被請求的 (solicited)）。此外，我還假設不同類型的知識分享可能有不同的影響因素，包括：(1) 群體凝聚力 (group cohesiveness)，(2) 心理安全感 (psychological safety)，(3) 作為個人回報的人際關系/社會關系 (interpersonal relationship/social ties as personal benefits)，(4) 預期的互惠關系 (anticipated reciprocal relationships)，(5) 知識的外顯性 (explicitness of knowledge)。本研究通過個體訪談和焦點小組訪談所組成的預備研究，確定了香港一家大公司現有的知識分享活動以及影響知識分享的因素。我們基於背景訪談的結果，設計了一份問卷調查。通過對該公司員工進行施測，共收集到了 127 份有效問卷。結果表明，影響不同類型的知識分享行為的因素不盡相同。例如，知識的外顯性能有效預測人對文件類型的知識分享。群體凝聚力對於幾種分享行為包括人對文件的分享，面對面的分享，一對一/個人的分享，集體的分享，和自願的分享，都是重要的驅動力。最後，文中還闡述了針對不同影響因素對知識分享類型的區分作用的結果的含義以及對今後研究方向的展望。