

A dyadic perspective on knowledge exchange

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Abstract

This study provides insights into the relational characteristics of internal knowledge markets. Many knowledge initiatives are still based on the incorrect assumption that knowledge flows without friction, and that people are willing to share knowledge with no concern about what they may gain or lose by doing so. However, such one-sided transactions seldom occur in real life. Davenport and Prusak suggest that a knowledge market exists within every organization, and that knowledge buyers and sellers expect to gain from knowledge transactions. This market view suggests that the mechanism of knowledge transaction in an organization is similar to the mechanism of traditional marketplaces, except that the medium of knowledge transaction is not money, but credit. This study continues this line of research by empirically verifying whether the decision to exchange knowledge with another is influenced by the extent to which the other party is known, the extent to which the other party is perceived to be trustworthy, and the extent to which the other party is perceived to be competent.

This study attempts to develop a sender-receiver (dyadic) framework so as to recognize the existence of knowledge markets and understand the mechanisms of knowledge markets. It is important to note that the unit of analysis in this study is the relationship between pairs of individuals, and thus that all of the variables are dyadic. To analyze the data at the dyadic level, we employ social network analysis and the Multiple Regression Quadratic Assignment Procedure (MRQAP). However, as research that is based on dyadic-level analysis is relatively scant, this raises some concerns about the reliability of the results. To address these concerns, we also analyzed our data at the nodal (individual) level using the PLS technique.

Keyword : Knowledge exchange, knowledge management