

:

The Effect of Knowledge Activity on Organizational Performance: Focused on Knowledge Creation Activity and Knowledge Sharing Activity

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ABSTRACT

This study aims at exploring the relationships between knowledge activity, knowledge activity performance, and organizational performance. By adopting the balanced scorecard perspective, organizational performance was measured by product/service, customer and internal performances. Using data collected from the 36 Korean firms, this study found that knowledge creation activity was positively and significantly related to the organizational performance such as product/service performance, customer performance and internal performance. We also found that knowledge activity performance such as knowledge quality and user knowledge satisfaction mediated the positive relationship between knowledge sharing activity and internal performance.

Keywords: Knowledge Creation, Knowledge Sharing, Knowledge Activity Performance, Organizational Performance.

가 (, 2003; Appleyard, 1996; Becerra-Fernandez & Sabherwal, 2001; Gold et al., 2001; Hansen, 1999; Lee & Choi, 2003; Simonin, 1997)

(Yu et al., 2004)

(, 2000; Edvinsson, 1997; Sveiby, 1997), 가

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가
가 가 . Alavi & Leidner(2001)
, , ,
Lee & Yang(2000), KPMG
, (1998)

가? ,
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가, 2.

가?

가 가
가 가
가 가
ROA ROE

II.

1. (Bierly & Chakrabarti, 1996; Simonin, 1997).

가
가 (Edivinsson,
1997; Kaplan & Norton, 1992). Kaplan &
Norton(1992, 1996, 2000)

Pan & Scarbrough(1998)

, , , / 5 (Balanced Scorecard)
, Wigg(1995)

가 가
Gold et al.(2001) (Arora,

2002; Gooijer, 2000).

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Davenport(1999)

가

(Yu et al., 2004).

3.

. Bierly
& Chakrabarti(1996)

ROS(Return On Sales), ROA(Return On Asserts)

Simonin(1997),
(2000), (2000)

가 (,
, 2004; , 2001).

III.

가
(, , 2004; Becerra-Fer-
nandez & Sabherwal, 2001; Gold et al., 2001;
Lee & Choi, 2003). Gold et al.(2001)
(2000)

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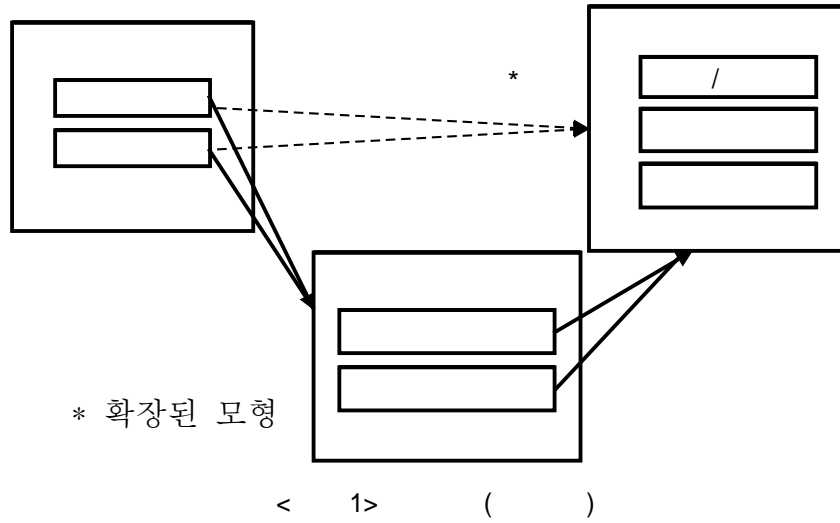
가 (, 2001; Becerra-Fernandez
& Sabherwal, 2001; Yu et al., 2004). Lee
& Choi(2003)

(< 1>).

가

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가 (< 1>).



2. 가

Gold et al.(2001)

<가 2-2>

. Lee & Choi(2003)

. Lee & Choi(2003)

가 . Becerra

-Fernandez & Sabherwal(2001)

(Externalization) (Combination)
가 가

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<가 3>

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(1998) Wiig(1995), APQC(1997), Alavi & Leidner(2001)

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가 Nelson & Coopriider(1996) “ ”

가 , Bock(2001, 2002) “ ”

가 Bock et al.(2005)

<가 6>

<가 6-1> / TRA(Theory of Reasoned Act)

<가 6-2>

<가 6-3>

<가 7> 3.2.

<가 7-1> / 가

<가 7-2> . Kogut & Zander(1992)

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가

3.

3.1. (2001) Yu et al.(2004)

가 (KMRC, 2004) (Bailey & Pearson, 1983; DeLone & McLean, 1992).

가 가 가

가 Becerra-Fernandez & Sabherwal(2001) Yu et al.(2004)

(, 2000). Ruggles

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/	,	,	,	,	,	
	,	,	,	,	,	Kaplan & Norton(2000) Gooijer(2000) Arora(2002)
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()	,	,	,	,	,	, Best Practice
,	가	,	,	,	,	

< 4>

IT	16	44.4%
	4	11.1%
	5	13.9%
	3	8.3%
	1	2.8%
	2	5.6%
	2	5.6%
	2	5.6%
	36	100.0%

IV.

1.

2004 10 18 11 10 , 2.1 가
45 ,
36 722
가
722
44
678 가
4가
가 , , R&D,

2.

James et al.(1984)
 R_{wg} 가
가 0.5 가
36
0.65
가 0.7
(0.902),
(0.897), (0.918),
(0.907), / (0.911),

(0.919),

(0.951)

< 5>

7

36

2.2

< 5>

				Cronbach's Alpha
	5	4.49	0.52	.854
	5	4.65	0.72	.905
	5	4.80	0.59	.894
	5(6)	4.37	0.65	.900
/	5	4.47	0.62	.906
	5	4.69	0.53	.919
	9(10)	4.47	0.51	.912

< 6>

(N=678)

	1	2	3	4	5	6	7
1	.176	.260	.149	.186	.080	.645	.041
2	.236	.267	.138	.201	.092	.662	.064
3	.196	.193	.013	.139	.146	.749	.135
4	.145	.093	.070	.153	.124	.759	.127
5	.115	.155	.148	.049	.064	.752	.192
1	.107	.738	.152	.250	.025	.207	.136
2	.093	.788	.158	.198	.072	.194	.092
3	.179	.768	.129	.197	.144	.197	.220
4	.220	.709	.110	.212	.148	.247	.250
5	.223	.637	.096	.200	.190	.236	.261
1	.133	.256	.215	.678	.098	.177	.229
2	.152	.308	.181	.591	.166	.165	.328
3	.236	.260	.148	.723	.142	.146	.185
4	.271	.158	.111	.755	.127	.177	.112
5	.239	.221	.091	.707	.212	.174	.148
1	.144	.304	.198	.421	.155	.143	.582
2	.306	.176	.155	.411	.142	.233	.447
3	.238	.290	.157	.344	.165	.138	.665
4	.232	.222	.151	.145	.133	.196	.738
5	.238	.304	.162	.265	.186	.193	.694
/	1	.225	.155	.351	.216	.586	.147
/	2	.241	.121	.228	.101	.781	.153
/	3	.204	.153	.470	.223	.616	.072
/	4	.263	.115	.259	.137	.784	.107
/	5	.310	.080	.254	.158	.709	.133
1	.214	.141	.748	.212	.260	.127	.114
2	.254	.184	.749	.188	.268	.133	.139
3	.252	.047	.637	.138	.437	.145	.157
4	.323	.183	.729	.133	.248	.116	.151
5	.268	.167	.743	.052	.202	.107	.140
1	.574	-.012	.205	.046	.118	.136	.362
2	.560	-.020	.353	.267	.124	.056	.068
3	.592	.180	.209	.260	.168	.156	.140
4	.562	.299	.204	.217	.246	.217	.257
5	.665	.202	.266	.142	.221	.108	.143
6	.750	.223	.178	.136	.134	.091	.050
7	.709	.149	.130	.206	.214	.218	.160
8	.659	.072	.116	.049	.178	.228	.138
9	.709	.145	.154	.248	.196	.181	.084
	17.352	3.041	1.801	1.634	1.241	1.088	1.002
	44.493	7.797	4.619	4.189	3.183	2.789	2.570
	44.493	52.290	56.909	61.098	64.281	67.070	69.640

Cronbach's Alpha 가 0.8 가 3 . 3
 가 3 ,
 Alpha
 3. 가
 3.1.
 Alpha 가 가
 <가 1> <가 2>
 , < 6> (conver-
 gent validity)
 VARIMAX < 7>
 1.0 < 8>
 7
 <가 1> <가 2>
 1 VIF(Variance Inflation
 Factor,)
 / 5 10
 5 , 5 , (Hair et al., 1998),
 5 10
 가
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 3.2 가
 4 5 (,
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		Adjusted R ²		t		VIF
		0.738	0.103	0.729	0.471	2.685
		(0.753)†	0.784	5.528	0.000**	2.685
		0.758	0.159	1.170	0.250	2.685
		(0.772)†	0.747	5.480	0.000**	2.685

*) 0.05 , **) 0.01

† () R²

< 8> 가

		Adjusted R ²		t		VIF
/		0.322 (0.361)†	0.368	1.443	0.159	3.351
			0.258	1.015	0.318	3.351
		0.376 (0.412)†	0.322	1.316	0.197	3.351
			0.348	1.422	0.164	3.351
		0.566 (0.591)†	0.423	2.075	0.046*	3.351
			0.379	1.859	0.072	3.351

*) 0.05 , **) 0.01

† () R²

< 9>

				R ²
		Adjusted R ² : 0.559 (0.572)†	Adjusted R ² : 0.629 (0.650)†	0.070 (0.078)†

† () R²

)가 / , ,
 가 <가 3>, <가
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 0.05 , ,
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 , <가 3> <가)
 4> <가 5> Adjusted R²가
 Adjusted R² 가
 가 < 9>
 Adjusted R² 가 0.07 가
 , 가
 가 가
 가 Adjusted R²
 (Baron & Kenny, 1986). 가 0.05 가 가

< 10>

		Adjusted R ²		t		VIF
/		0.311	0.452	1.967	0.058	2.685
		(0.350)†	0.165	0.719	0.477	2.685
		0.487	0.641	3.231	0.003**	2.685
		(0.516)†	0.095	0.478	0.636	2.685
		0.556	0.630	3.414	0.002**	2.685
		(0.581)†	0.159	0.864	0.394	2.685

*) 0.05 , **) 0.01

†() R²

< 11> 가

가		
1-1	, (+)	
1-2	, (+)	
2-1	, (+)	**
2-2	, (+)	**
3-1	/ , (+)	
3-2	/ , (+)	
4-1	, (+)	
4-2	, (+)	
5-1	, (+)	*
5-2	, (+)	
6-1	/ , (+)	
6-2	, (+)	**
6-3	, (+)	**
7-1	/ , (+)	
7-2	, (+)	
7-3	, (+)	

*) 0.05 , **) 0.01

3.3

가 (0.01) . /

가 0.1

<가 6> <가 3>

7> 가 < 10>

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가

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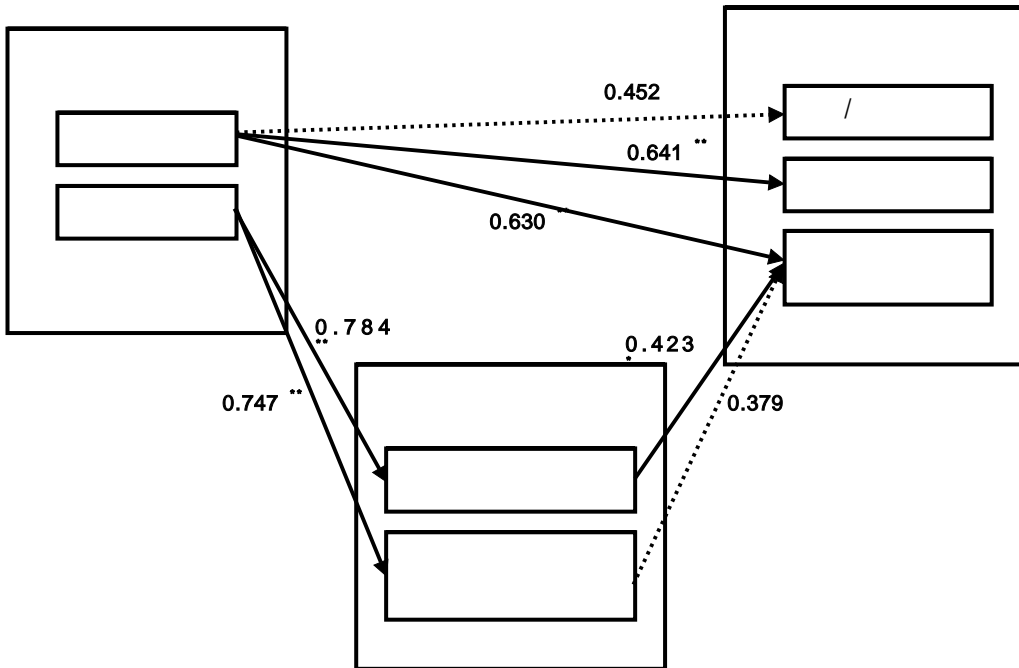
가 가

가 < 2>
가

(Cohen & Levinthal,

1990)

(,)
2가



* 유의수준 0.05에서 통계적으로 유의
 ** 유의수준 0.01에서 통계적으로 유의
 점선은 0.1에서 통계적으로 유의

< 2>

. Darroch

(2005) Nelson & Winter(1982) / , ,
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al.(2005) , Soo et , 5
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 (Bock & Kim, , 가
 2002; Yu et al., 2004), 가 ,
 (Nelson & Coopriider, .
 1996; Pan & Scarbrough, 1998) ,
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<p>가 가 가 가 가 / R & D</p>	<p>[6] (2001), “ : ,” KAIST [7] (2001), “ ,” [8] (2003), “ ,” KAIST [9] (2001), “ ,” KAIST [10] (2000), “ ,” 5 . [] [1] Alavi, M., and Leidner, D. E. (2001), “Review: Knowledge Management and Knowledge Management Systems: Conceptual Foundations and Research Issues,” <i>MIS Quarterly</i>, 25(1), 107-136. [2] Appleyard, M (1996), “How Does Knowledge Flow? Interfirm Patterns in the Semiconductor Industry,” <i>Strategic Management Journal</i>, 17(10), 137-154. [3] APQC(American Productivity and Quality Center) (1997), “<i>Using Information Technology to Support Knowledge Management</i>,” Consortium Benchmarking Study. [4] Arora, R. (2002), “Implementing Knowledge Management - A Balanced Scorecard Approach,” <i>Journal of Knowledge Management</i>, 6(2), 240-249. [5] Bailey, J. E., and Pearson, S. W. (1983), “Development of a Tool of Measuring and Analyzing Computer User Satisfaction,” <i>Management Science</i>, 29(5), 530-545.</p>
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④	가	④	Best Practice
⑤		⑤	
		⑥	
①		⑦	가 가
②		⑧	가
③	가	⑨	

● 저자 소개 ●



(Jung-Ho Lee)

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KAIST
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 Journal of MIS, IEEE Transactions on Engineering Management



(Min-Yong Kim)

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