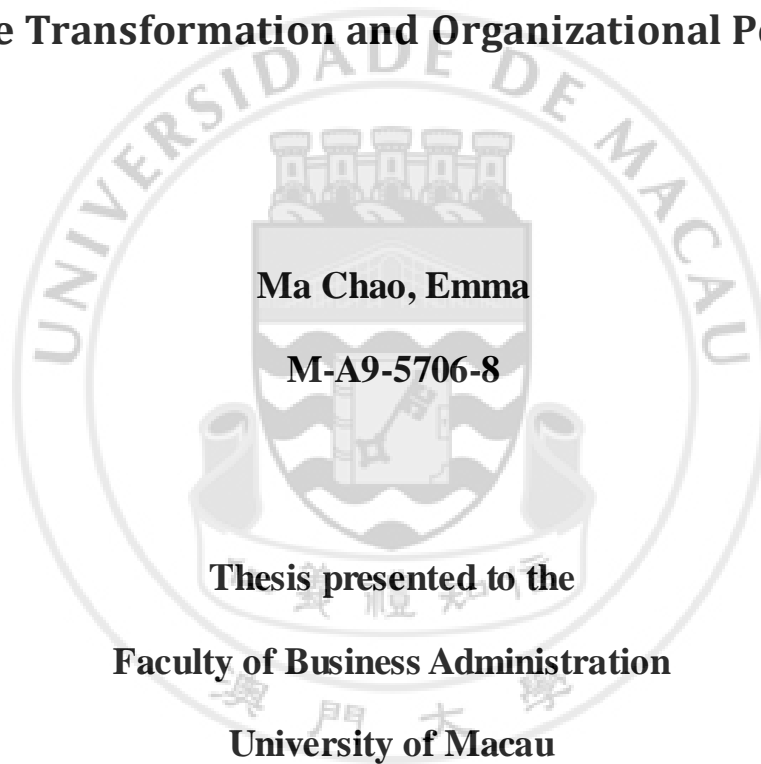


UNIVERSITY OF MACAU
FACULTY OF BUSINESS ADMINISTRATION

**The Impact Analysis with Different Main Entity Levels of
Knowledge Transformation and Organizational Performance**



In partial fulfillment for granting the MBA Degree

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澳門大學
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THESIS DECLARATION

Thesis title:

The Impact Analysis with Different Main Entity Levels of
Knowledge Transformation and Organizational Performance

This thesis is submitted in partial fulfillment of the requirements of the
Master of Business Administration, University of Macau.
(Name of the Program)

I confirm that:

- this thesis represents my own work
- the contribution of any supervisors and others to the research and to the thesis was consistent with normal supervisory practices

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Abstract

Nowadays, a knowledge-based economy has been gradually replacing the previous industrial economy (OECD, 1996), and knowledge has become one of the most influential powers for firms to maintain competitive advantages. Though knowledge transfer is a crucial step to leverage their knowledge to maximize their business performance, a large number of organizations are still confused about how to manage this process. Researchers and practitioners have widely acknowledged the importance of knowledge transfer, yet limited research has been done to systematically analyze the antecedents and consequences of organizational knowledge transfer, especially that takes place at team levels. This study proposes that organizational citizenship behavior (OBC) and working distance (WD) affect team level knowledge transfer (TKT), which contributes to firm performance. Moreover, it suggests that learning environment (LE) and unbalanced workload (UW) moderate the relationships between OBC/WD and TKT, and that between TKT and firm performance. The empirical findings from a survey of 207 firms in China supported most hypotheses and enrich our understanding about team level knowledge transfer. In the end, theoretical contributions, managerial implications and future research are discussed.

Key Words: Knowledge Transfer; China; Team Level Knowledge; Working Distance; Unbalanced Workload; Learning Environment; Team OCB;

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