

Creating Competitive Advantages through Organizational Learning Based on Knowledge Sharing Culture and Altruist Spirit in Private Universities

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Abstract- *This study aims to formulate a model of organizational learning based on knowledge sharing to create a competitive advantage in private universities in Semarang. The population of this research was permanent lecturers with the sample of 225 lecturers who were selected randomly. The research proves the existence of significant influence between organizational learning, altruist spirit of the knowledge sharing culture and competitive advantage of academic institutions. While the relationship between learning commitment and the spirit of altruist are not proved significant. In addition, the research also shows that the desire to contribute on the knowledge is supported by open-mindedness, commitment to learn, and shared vision.*

General Terms- Management

Keywords- Organizational Learning; Knowledge Sharing Culture; Altruist Spirit; Competitive Advantage

1. INTRODUCTION

The World Bank in 2000 in 150 countries, showed that the progress of a country is determined by four main factors, namely (1) innovation and creativity 45%, (2) networking 25%, (3) technology 20%, and (4) natural resources 10%. The first three factors put human resources as a strategic factor. Which means, the demands and the main needs for the future are to develop human resources which have the ability to develop creativity and innovation, the ability to build the networks of cooperation, creative and innovative to develop and utilize the technologies, as well as the ability to manage and develop the potential of natural resources that is owned. Realize the increasingly severe competition in the era of globalization, it needs to change the paradigm of private Universities, which are based on knowledge management and human resource development. Learn how to involve the development of capacity to assimilate existing skills and problem-solving are the capacity to create new knowledge (Cohen and Levinthal, 1990) [11]. Sinkula (1999) [38] stated that learning is the characteristic of an organization which reflects the value of a company which is not only quickly respond to the environmental changes but it is also constantly observe the environmental changes. A culture of sharing knowledge is the basic problem in the implementation of knowledge management. Lecturer no / lack of will and action to share knowledge in written form,

as a result it will not be able to encourage the students to share the knowledge.

Based on the description above, this research attempts to develop an organizational learning model-based knowledge sharing culture and altruist spirit to create competitive advantage. The virtue that appear in this research is altruist spirit and the culture of sharing knowledge is a social dimension which gives emphasis on togetherness to achieve the purpose of improving the quality of life, make changes and adjustments continuously. In the process of change and the effort to reach these goals, the citizens are always tied to the values and norms as a reference to behave, act, and behave, and the relation or build a network with others.

Fukuyama (2000) [15] clearly stated that it is not necessarily norms and values as a reference to behave, act, and behave automatically to be social asset. Norms and values which are generated by the trust which is a social asset, in which trust is the expectations for honesty and cooperative behavior that emerge from within the communities that are based on the norms that are shared by its members. These norms may contain the statements that revolve around the values of virtue and justice.

Competitive advantage in this research refers to the (Bogner and Thomas, 1992) [4] statement which defines the competitive advantage as the company's special expertise and the knowledge that is geared to achieve a higher level of satisfaction compared with the competitors. The expertise and particular knowledge which are owned

by the lecturers, the lecturers have the important role in the success of private Universities. Based on the description, the purpose of this research is to examine the influence of organizational learning and altruist spirit of the sharing knowledge culture and competitive advantage.

2. REVIEW OF LITERATURE

2.1 Learning Organization

Ortenblad (2001)[35] stated that organizational learning as an organizational behavior that demonstrates a commitment to learn and continuous improvement. Organizational learning is a type of activity in which the organization is a learning organization. (López et al., 2005) [29] stated that a dynamic process of creating, retrieving, and integrating knowledge to develop the resources and capabilities in contributing better organizational performance. Learning organization according to (Senge, 1990)[36] is one of the skills that should be possessed by a leader.

Sinkula (1999)[38] and Calcutt et al. (2002) [7] developed the values of organizational learning capability, which is a commitment to learn, open-mindedness, a shared vision; means of communication and trust. While (Liao, 2006b)[25] gave four dimensions, namely: a commitment to learn; open-mindedness, a shared vision, communication and trust. Thus organizational learning is the organization ability to create, acquire, interpret, transfer and sharing of knowledge, which are aimed at modifying the behavior of the members to develop the knowledge and new insights.

2.2 Knowledge sharing culture

Bragdon (2006)[5] defined the sharing of knowledge as a process of self-development and organization into a better direction in order to achieve sustainability objectives and finally together with other organizations can provide benefits for the lives of all mankind. Hoff and Ridder (2004)[20] defined knowledge sharing as a process of individuals exchanging their knowledge (both tacit and explicit knowledge), and finally they are able to create new knowledge. Davenport and Prusak (1998)[12] defined the cultural knowledge as a pattern of behaviors and attitudes that express an organization's orientation toward information. From the statement, it was stated that cultural knowledge includes values, attitudes, and behaviors that affect all employees in an organization in procuring, collecting, managing, processing, communicating and using the knowledge.

2.3 Altruistic spirit

Altruism term coined by Auguste Comte, the originator of the philosophy of positivism. Comte stated that every individual has the moral will to serve the needs of others or do the greater good of humanity. The will to live for others is a definite form of human morality, that gives direction in such a sacred instincts to serve as a source of happiness and creation. Altruism is an impulse to sacrifice for a

higher value, either human nature or divinity. Another definition of altruism that is caring and helping others without expecting a reward, and aims to improve the welfare of others. (Batson, 2008)[2]. Batson (2008) stated that altruism is the response that causes positive feeling, like empathy. Someone who is altruist has the altruistic motivation, the desire to always help the others. Altruistic arises because there are internal reasons within himself that lead to positive feeling that can bring action to help others.

Some values and elements references that constitute social asset among others: participatory behaviour, caring behaviour, giving and receiving, trust and to be trusted and strengthened by the values and norms that support. Another element that has an important role is the willingness to continuously proactive hold the value, build the networks and create the creations and new ideas.

2.4 Competitive advantages

Companies continuously pay attention to the development of performance and seeks to improve the performance, it will have the chance of achieving a better competitive position, the company has a strong asset to compete with other companies. Bharadwaj et al. (1993)[3] explains that the competitive advantage is the result of the implementation of strategies that take advantage of the various resources of the company. Expertise and unique assets are seen as a source of competitive advantage. Unique expertise is the ability of a company to make the employees as an important part in achieving competitive advantage.

The ability of the company in developing the skills of the employees properly will make the company superior and the implementation strategies based on human resources will be difficult to be copied by the competitors. While the unique asset or resource are the resources that require the company to execute its competitive strategy. Both of these resources should be directed to support the low cost company performance and have the differences with other companies.

Hypothesis development

There have been many researches that discuss the knowledge and the organizational learning, such as (Calcutt et al., 2002[7]; Liao, 2006a[24]; Sinkula, 1999[38]) found that the behavior of knowledge sharing has a positive relationship with innovation. Attitudes toward information sharing is not only influenced by individual self-interest, but also influenced by the organizational culture and policies. Farhad et al. (2011)[13] explains that knowledge through organizational learning and knowledge transfer can improve organizational performance.

Bubeck (1984)[6] stated that a successful knowledge sharing can reduce the time for a series of work processes, and improve employee confidence in doing the job. Mistakes in the workplace will also be reduced through the consistent knowledge sharing, which ultimately increases

the efficiency and effectiveness of individual work performance.

Matzler et al. (2008)[31]described that sharing knowledge is very important for organizations to be able to develop the skills and competencies, increase the value to the organization, and to maintain competitiveness, because innovation is obtained from the sharing knowledge between the person in the organization.

Wu (2011)[42]found that web-based learning, altruistic characteristics bring a positive influence on the attitude of sharing knowledge. Okyere-Kwakye et al. (2011)[34]the relationship between knowledge sharing and the four individual factors: altruism, self-efficacy, mutual reciprocity and trust. Cho and Chung (2010)[10]altruism positively related to the attitudes toward the sharing knowledge.

Based on the research findings of some previous researchers, the proposed hypothesis were:

Hypothesis 1:

The influence of organizational learning on altruist spirit.

- a)The influence of a shared vision of the altruist spirit.
- b)The effect of a commitment to learn the altruist spirit.
- c)The effect of open-mindedness towards altruist spirit.

Hypothesis 2:

The influence of organizational learning for knowledge sharing culture.

- a)The influence of a shared vision of the knowledge sharing culture.
- b)The effect of a commitment to learn the knowledge sharing culture.
- c)The effect of open-mindedness towards the knowledge sharing culture.

Hypothesis 3:

The influence of organizational learning to competitive advantages

- a)The influence of a shared vision for a competitive advantages
- b)The Influence of the commitment to learn competitive advantages
- c)The influence of open-mindedness on competitive advantages

Hypothesis 4:

The influence of altruist spirit and knowledge sharing culture on competitive advantages.

3. RESEARCH METHODS

This research took place in the Universities in Semarang and involved all lecturers at the private Universities in Semarang.

The sampling technique with the purposive sampling with the criteria: permanent lecturers who owned NIDN and academic positions issued by Kopertis VI Central Java region. The analysis instrument to test the hypothesis used multiple linear regression.

4. RESULTS

The research generates 4 regression models, namely the influence of a shared vision, a commitment to learn and open-mindedness are stated as independent variables. On the first model of the independent variables are tested the influences to the altruist spirit. The influence on the spirit of the second and third models tested with the culture of knowledge sharing and competitive advantages. As the fourth model tested the effect of altruist spirit and sharing knowledge culture on competitive advantages.Results of analysis using SPSS can be known the magnitude of the coefficient of determination (R^2) to test the model, as shown in Table 1 below:

Table 1: Determination Test

Regression Model	R²	Sig.F
Model 1 : The influence of a shared vision, commitment to learn and open-mindedness towards altruist spirit.	0.324	0,000
Model 2 : The influence of shared vision, commitment tp learn and open-mindedness towards knowledge sharing culture.	0.302	0,000
Model 3 : The influence of shared vision, commitment to learn and open-mindedness towards competitive advantages.	0.414	0,000
Model 4 : The influence of altruist spirit and knowledge sharing culture towards competitive advantages.	0.482	0,005

The coefficient value of determination (R^2) as shown in the table above can be explained that the four models have proven significant. Four regression models have been tested free of classical assumptions through normality testing, linearity, multicollinearity, and heterokedastitas. While the partial test as shown in Table 2 below.

Table 2 : t-test statistic

Model	Variable	t.value	Sig.t
Model 1	Commitment to learn	0.564	0.573
	Open mindedness	2.967	0.003
	Shared vision	3.060	0.002
Model 2	Commitment to learn	2.548	0.012
	Open-mindedness	2.184	0.030
	Shared vision	2.136	0.034
Model 3	Commitment to learn	2.118	0.035
	Open mindedness	2.278	0.024
	Shared vision	1.976	0.049
Model 4	Altruist spirit	2.029	0.044
	Knowledge sharing culture	1.996	0.047

Based on [Table 2](#) : t-test statistic, it can be explained as follows:

1. Statement of the first hypothesis: there is a positive effect of a shared vision, a commitment to learn, and open-mindedness towards altruist spirit partially tested significantly, but the commitment to study is proved significant with significance value 0.575, while the open mind and shared vision are proved significant. with significance value (P Value) of each amounting 0,003 and 0,002.
2. Statement of the second hypothesis: there is the influence of a shared vision, a commitment to learn, and open-mindedness towards the knowledge sharing culture is partially proven all significant variables with P Value of each amounting 0,012; 0,030 and 0,034.
3. Statement of the third hypothesis: there is a positive shared vision, a commitment to learn, and open-mindedness towards partially competitive advantage, are proved significant with P Value 0.035 of each amounting; 0,024 and 0,049.
4. Statement of the fourth hypothesis: there is a positive influence of altruist spirit and knowledge sharing culture on competitive advantage partially, are proved significant with P Value of each amounting by 0,044; 0.030 and 0.047.

5. DISCUSSION

The effect of a shared vision, a commitment to learn, and open minded towards altruist spirit.

The effect of analysis result of a shared vision, a commitment to learn, and open-mindedness towards altruist spirit has been proven significant from the sig.F value or p-value less than 0.05, and in the partial test turned out a commitment to learn otherwise insignificant, while the shared vision and open-mindedness have positive and significant relationship to the altruist spirit. The picture below describes the model.

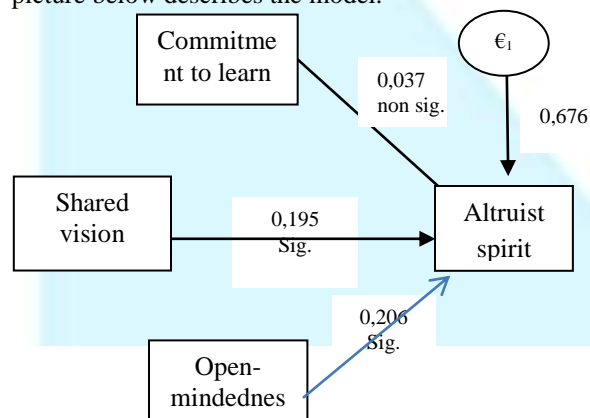


Figure 1: The effect of a commitment to learn; a shared vision and open minded towards altruist spirit
Resources: The analyzed primer data, 2013

The result proves that the commitment to learn does not affect the altruist spirit of the University. Altruism is an activity which is an advantage to the others (Chattopadhyay, 1999)[9]. Usually individuals share the experiences and knowledge with others without thinking of benefit or gain from it. Thus individuals in the organization share their knowledge freely without thinking of the benefit. Individuals with high altruism can easily share their knowledge than individuals with low altruism. Kanter (1968)[22] and Nonaka (1994)[33] link the model of learning organization towards affective commitment. Kanter (1968) thought on the basis of social theory, states that the affective relations in the social system led to high involvement of the group members. In her research, (Lin, 2009)[26] finds that the employees who have high altruism tend to share more knowledge than the lower altruism.

The result is different from the findings of (Liu et al., 2012)[28] which explains that the altruist spirit is able to mediate the sharing of knowledge, but to support Lin's research, (Lin, 2006)[27] stated that altruistic is an intrinsic motivation that can affect the sharing of knowledge. The result of the analysis significantly proves that a shared vision has a positive effect on altruist spirit of the University. This result reinforces the empirical research which is conducted. The results of the analysis significantly proves that open mind has positive effect towards University altruist spirit. This result reinforces the empirical research which is conducted by (Senge, 1990; [36] Sinkula, 1994). Open-mindedness is the willingness to critically evaluate routine operational of the organization and accept the new ideas (Sinkula, 1994)[39]. The organizations must be able to handle the rapid changes of the technology and market. The level of obsolete knowledge of the organization through learning in the past may still be instructive if the organization has an open mind to find new information (Senge, 1990)[36]. Learning in an organization is the result of the accumulation of individual learning. Because of the employees turnover and intraorganizational knowledge sharing are necessary to prevent the loss of information (Lukas et al., 1996)[30]. Even if an organization is committed to learn and has a shared vision, learning process will be limited without the accumulation of knowledge (Miner and Moorman, 2001)[32].

Some experts argue that learning does not actually occur unless the organization has an effective and efficient system for sharing and re-examine the information (Miner and Moorman, 2001)[32]. Intra-organizational knowledge sharing is not only referred to obtain the information from various sources. It includes the systematic re-examination and information structuring. The experiences and lessons should be shared across departments and stored in the memory of the organization.

The effect of a shared vision, a commitment to learn, and open-mindedness towards the knowledge sharing culture.

The results of a shared vision influence, a commitment to learn, and open-mindedness towards the knowledge sharing culture have proven significantly by the evidence from the sig.F value or p-value less than 0.05, and in the partial tests; a shared vision; a commitment to learn and open-mindedness have positive and significant relationship to the knowledge sharing culture. The picture below describes the model.

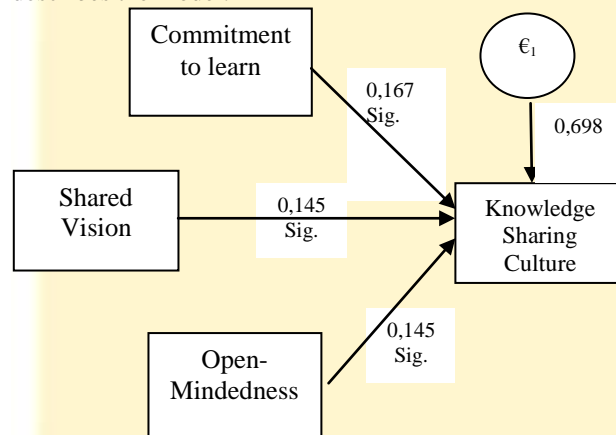


Figure 2: The Effect of a Commitment to Learn; a Shared Vision and the Open Mind towards Knowledge Sharing Culture.

Resources: The analyzed primer data, 2013

Liao (2006b)[25], the research proved that the organization learning is measured with a shared vision and significant learning team with knowledge sharing among the employees. Learning in an organization was the result of the accumulation of individual learning. Because knowledge sharing was needed to prevent the loss of information (Lukas et al., 1996) [30]. Even if an organization was committed to learn and have a shared vision, learning will be limited without the accumulation of knowledge(Miner and Moorman, 2001)[32]. Some experts argue that learning does not actually occur unless the organization has an effective and efficient system for sharing and re-examine the information(Miner and Moorman, 2001)[32]. Sharing knowledge is not only referring to obtain the information from various sources. It includes the systematic re-examination and structuring information. The experience and lessons should be shared across the departments and stored in the memory of the organization.

Sinkula (1999)[38] stated that learning is a hallmark of the organization that reflects the value of the company which puts not only fast response to the environmental changes but it is also constantly observe the environmental changes. The values of the organization learning capability consists of 1) a commitment to learn, 2) an open-mindedness, and (3) a shared vision. In addition to the

three dimensions, to encourage learning, organization. (Senge, 1999) [37] adds open-mindedness. A commitment to learn, a shared vision and an open-mindedness is a component of organization learning as the capability of the organization to create, acquire, interpret, transfer and knowledge sharing, which is aimed at modifying its behavior to describe the knowledge and new insights. Organization learning across the entire organizations are able to improve the competitive advantages(Calcantone et al., 2002)[7].

Managing the knowledge is actually how the organizations manage the staff, as the result knowledge management is how people from different places began to talk. It is expected with the implementation of knowledge management system will be able to improve the performance of the Universities as the result it has a competitive advantage in facing of the global competition. The disclosure of the organization to the new ideas as a process which is referred to as an "innovation". In the literature by (Zaltman and Holbek, 1973)[43] used the term "openness to innovation", shows the components of the attitude towards innovation. It is the approach of the overall success (attitude and mindset) towards the innovation(Amabile, 1977)[1]. Hult et al. (2004)[21] obeyed to the open idea towards the new ideas as the one of the aspects of a company's innovation, and considers that culture as an important aspect in the company. This conceptualization underlines.

The effect of a shared vision, a commitment to learn, and open-mindedness on competitive advantages.

The result of the analysis has the influence of a shared vision, a commitment to learn and open-mindedness on the competitive advantages has proven that proved significantly from the sig.F value or p-value less than 0.05, and in the partial test, a shared vision, a commitment to learn and open-mindedness have positive and significant relationship to the competitive advantages. The picture below describes the model.

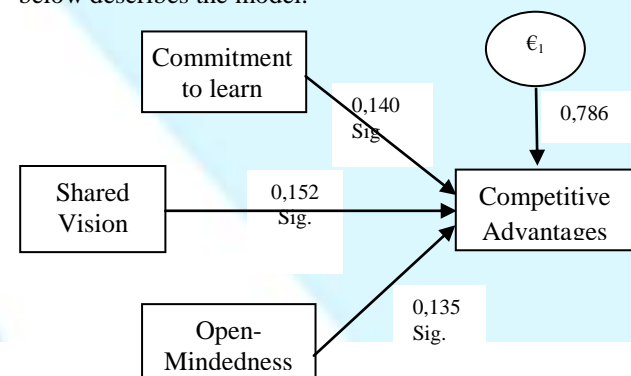


Figure 3: Effect of a Commitment to Learn; a Shared Vision and Open-Mindedness Towards the Competitive Advantages

Resources: The analyzed primer data, 2013

This result reinforces the empirical research which is conducted by (Fiol and Lyles, 1985[14]; Garvin, 2000[16]; Senge, 1990; Sinkula, 1999; Watkins and Marsick, 1993[41]) provide a practice-oriented concept, the organization learning which is focused on humans. In their point of view, organizational learning is defined dependent on the structures and processes which are:

1. Create a sustainable opportunity to learn.
2. Develop the inquiry and dialogue.
3. Encourage the cooperation and study groups.
4. Build variety systems to obtain and share the learning process.
5. Empower the members of the organization towards a shared vision, and
6. Linking the organization with the environment.

Van Vught (1995)[40] described some of the things which are important as a lever and driving the organization learning, namely: commitment to a shared vision, maintaining the habit of the dialogue, mobilization activities, designing the right organizational context (designing the infrastructure of the organization which is accordance with the characteristics or the needs of the new knowledge), and globalization of local knowledge (sharing the new knowledge to all units and levels of the organization). The organization's ability to learn is determined by the relevant capabilities in information processing, communication, knowledge transfer, coordination between the units, and the capability to build a trusted relationship with partner. This is a sign of competence development for the institution.

To learn through repetition and practice (Hamel, 1990[19]; Sinkula, 1994[39]) which is expressed by (Chaston et al., 2001) that the function of organization learning is an antecedent of the organizational competence. Learning carries the members of the organization and the other resources together to build a process where the competence is formed, and the employees on an ongoing basis to apply the knowledge and expertise for strategic issues or operational as the result a deeper knowledge is awakened, in which will increase the competence.

The influence of the altruist spirit and knowledge sharing culture towards competitive advantage

The result of the analysis influences the altruist spirit and the knowledge sharing culture on competitive advantage have proven that significant models are proved from sig. F value or p-value less than 0.05, and in the partial tested in fact the altruist spirit and the knowledge sharing culture has a positive relationship and significant towards the competitive advantage. The Figure 4: The Effect of the Altruist Spirit and Knowledge Sharing Culture towards Competitive Advantages describes the model.

Knowledge sharing culture has the positive effect on the competitive advantages of the Universities. The significant analysis results that altruist spirit has the positive effect on competitive advantages of the Universities. This result reinforces the empirical research which is conducted

Sharing is the traditional behavior which is back in the 21st century because the internet technology. People share the knowledge because it appears from altruism or selfishness. From the study which has been done by (Khandwalla and Mehta, 2004)[23], from the ten style management companies in India, one of the style that always affects the businessmen is altruistic management style, which some basic ideas use the teaching foundation of Mahatma Gandhi. What is meant by the representation in this context is that the business management realizes that they are the representation of the public interest or the public, including the owners, customers, and employees. Therefore the foundation of the philosophy and business practices which is run more based on the values of honesty, spirit of sacrifice, commitment to the welfare of others, and dedication to the ideals of the wider social and fundamental.

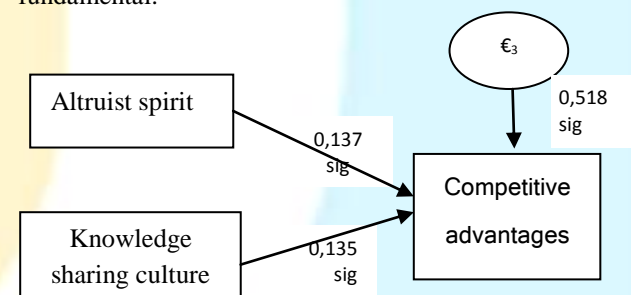


Figure 4: The Effect of the Altruist Spirit and Knowledge Sharing Culture towards Competitive Advantages
Resources: The analyzed primer data, 2013

Other findings showed that altruist management also relates to a productive learning process, innovation, and internal hospitality, all of which are very important assets for the success of the organization in the business environment that is full of turbulence and competitive. Altruism at the company can also provide a sense of meaning and to improve the quality of life for the workers who feel trapped by the routines, and urging the workers to have a collective advantage in order to improve organizational performance and the quality of life in the organization. They also can feel the unique and dignified in the business world situation which is filled with reproach and greed.

Knowledge-based resources has grown in the importance of knowledge has become an important tool to gain a competitive advantages, especially in the new economic landscape (Grant, 1996)[17]. Social dimension provides a framework to explain the ability of the availability resources through the individual social settings, and the mechanisms of sharing the knowledge. The influence of the social factors to the information and knowledge are important to build the knowledge (Gunilla and Ginman, 2004)[18].

6. CONCLUSION

For an academic institution, sharing the knowledge through the variety of communication channels are critical process that must be done to improve the absorption capacity of the members in order to maintain the continuity and achieve the competitive advantages in the role as a center of science. This research has proved that the relationship between the three concepts namely organization learning, altruist spirit is able to improve the knowledge sharing culture and competitive advantages of the academic institutions.

From ten hypotheses there is one hypothesis which is untested significantly that is the influence of the commitment to learn the altruist spirit. And the other nine hypotheses are tested significantly.

6.1 Recommendations

1. To extend the research object not only in private University in Semarang but extend until private University in Central Java, and research about knowledge sharing culture in the institutions of the government and the industry with the questionnaire modifications that are appropriate with the research object.
2. To research further on the commitment variables of learning as an intervening variable.

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