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Abstract
Nowadays, knowledge is recognized as an important resource for sustaining competitive advantage and many companies are beginning to manage organizational knowledge. The emphasis is on knowledge creation process such as socialization, externalization, combination and internalization. In the meanwhile, justice climate, which includes distributive justice, procedural justice, interpersonal justice, and informational justice, has drawn much attention of managers over several past years. Justice climate played a pivotal role in motivating the knowledge creation process in an organization to achieve the organizational performance. As a result, justice climate and knowledge creation process are considered key factors of organizational performance.
The purpose of this study is to explore the relationships among justice climate, knowledge creation process, and organizational performance in the context of Taiwan high-tech industrial companies (a study of Taiwan's TFT LCD industrial companies). The focus is not only on the positive and significantly effect of justice climate and knowledge creation process on organizational performance but also justice climate and knowledge creation process are expected to be related to each other as well. Especially, mediating role of knowledge creation process mediates in the relationship between justice climate and organizational performance is investigated. Structural equation modeling with AMOS is used to test the hypothesized model in the attempt to gain a more complete understanding of how the study variables relate to each others as a whole.
The hypotheses testing results indicate that justice climate has positive and significantly effect on knowledge creation process. While justice climate and knowledge creation process are found to be antecedents of organizational performance, knowledge creation process have stronger effect on organizational performance compared with justice climate. Specially, the results of this study highlighted the importance of knowledge creation process as intervening variable in the relationship between justice climate and organizational performance.
This study suggests some theoretical implications for justice climate and organizational knowledge creation process theory. The results of this study also provide implications for managers in terms of understanding the impact of justice climate on knowledge creation process and organizational performance.
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