عنوان فارسی مقاله:
فرایندهای دانش ساختار یافته و عملکرد شرکت: نقش چابکی سازمانی

عنوان انگلیسی مقاله:
Structured knowledge processes and firm performance:
The role of organizational agility
5. Conclusions

The study's first contribution establishes that knowledge application and organizational agility are complementary processes. While knowledge application is a KM process that entails being successful at transferring knowledge from one context to another (Gold et al., 2001; Liao et al., 2011), applying knowledge learned to a new context may provide organizations with the ability to cope with external and internal changes that are unpredictable and uncertain (van Oosterhout et al., 2006). In another perspective, knowledge application provides the potential for effective action (Cepeda & Vera, 2007; Wu, 2007), whereas organizational agility enhances this effectiveness (van Oosterhout et al., 2006).

The study's second contribution stresses that organizational performance strongly depends on pre-existing organizational agility and on the previous implementation of a serial linear knowledge process facilitating acquisition, conversion, and application. These findings support the views of previous researchers, who draw the attention to the fact that the existence of certain work environment characteristics might facilitate and encourage knowledge application (Gold et al., 2001; Liao et al., 2011). Through this program, organizations will be able to thrive in a continuously changing, unpredictable business environment by focusing their efforts on problems that are more important for the organization, which in turn facilitates the retrieval of appropriate prior knowledge.