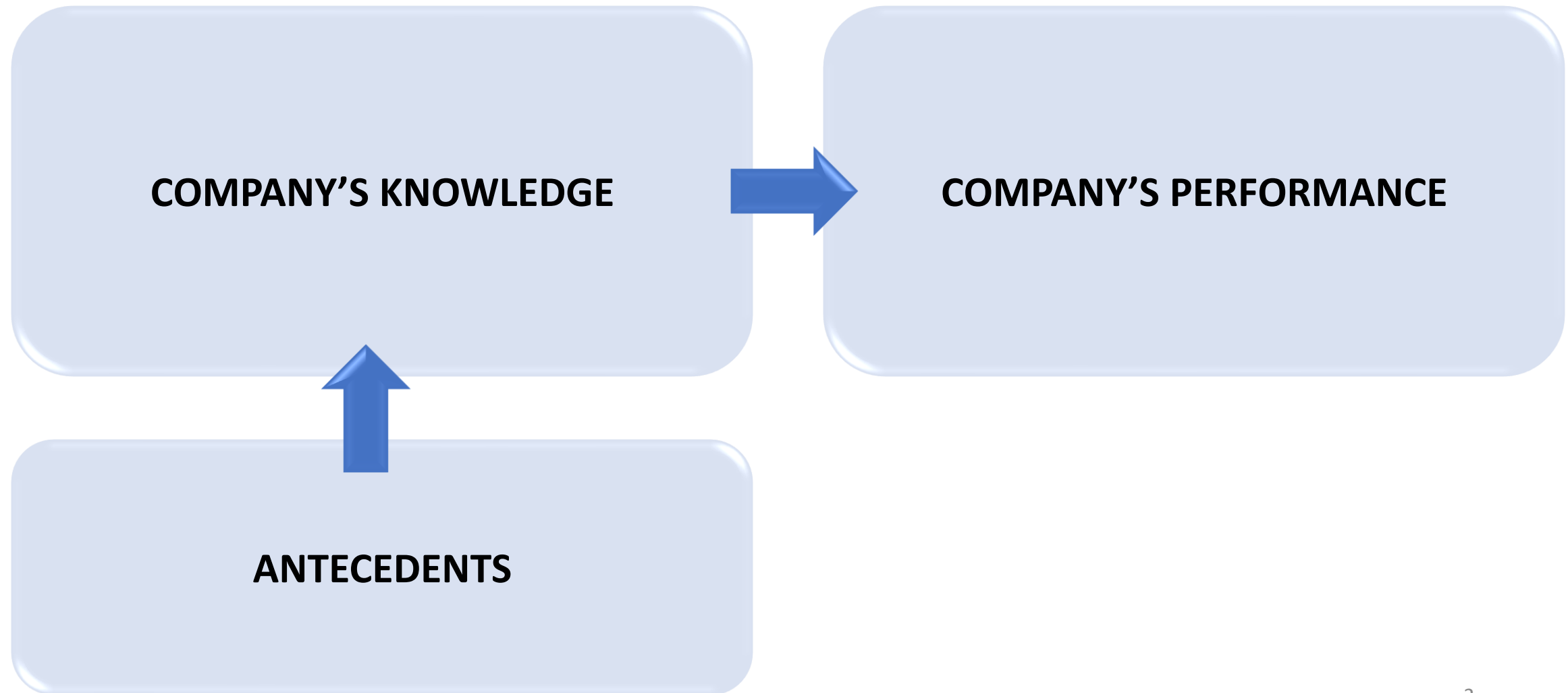


Antecedents of knowledge-based performance

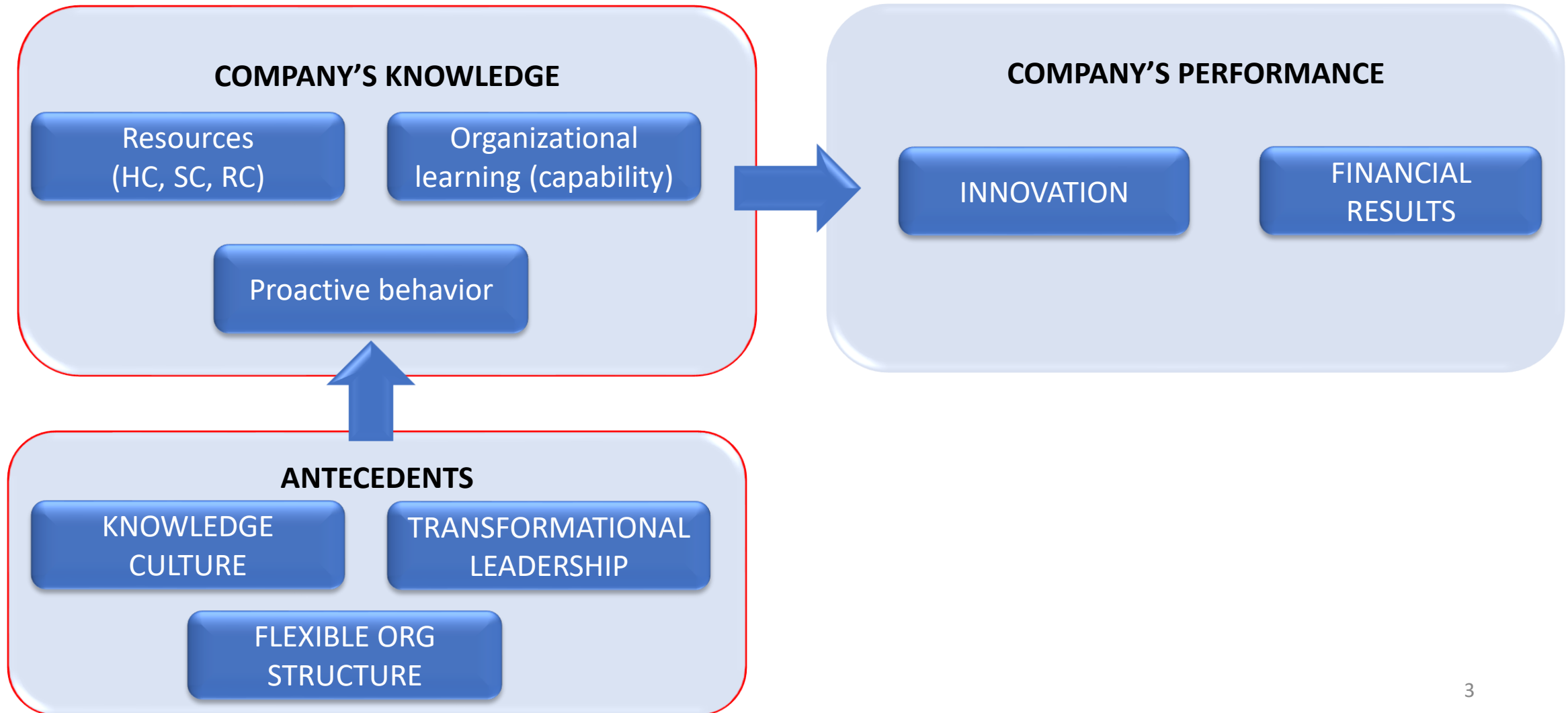
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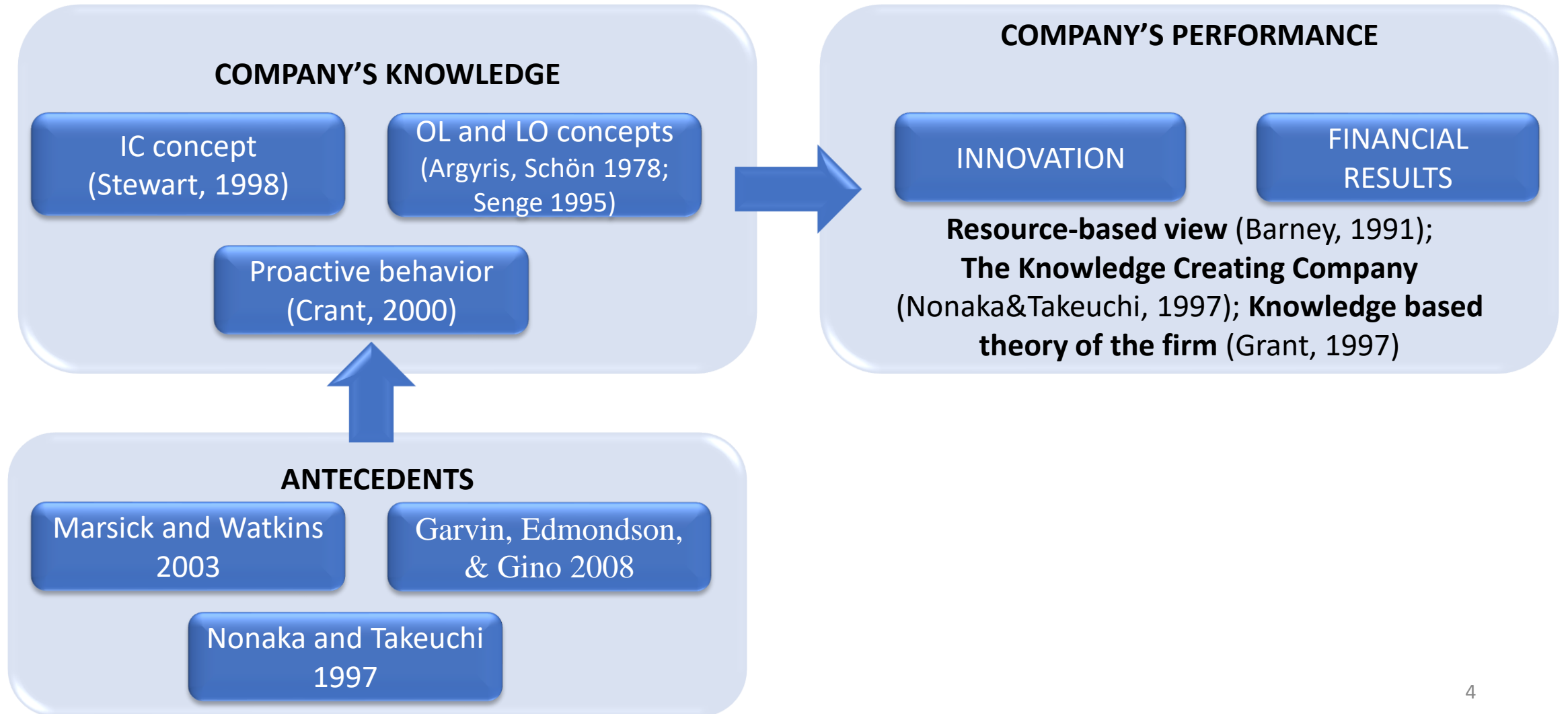
Idea



Contribution



Theoretical background



Scales.

Garvin, D. A., Edmondson, A. C., & Gino, F. (2008, March). Is Yours a Learning Organization? *Harvard Business Review*, 86(3), 109–116.

Examples of questions (5 point Likert scale):

- ✓ Organization attracts, develops and retains talented employees
- ✓ Organization experiments frequently, initiates new product and service development
- ✓ Leaders inspire others to solve complex problems and to accomplish extraordinary results
- ✓ There is high level of trust between people in the company
- ✓ Existing norms and rules allow to implement initiative without long examination procedure

Methodology

DATABASE.

RUSSIAN COMPANIES

Number of companies – 110

Period of data collection – August 2019 - January 2020

Respondents – top managers

Industries – 64% - manufacturing; 22% - services; 9% - ICT; 5% - trade.

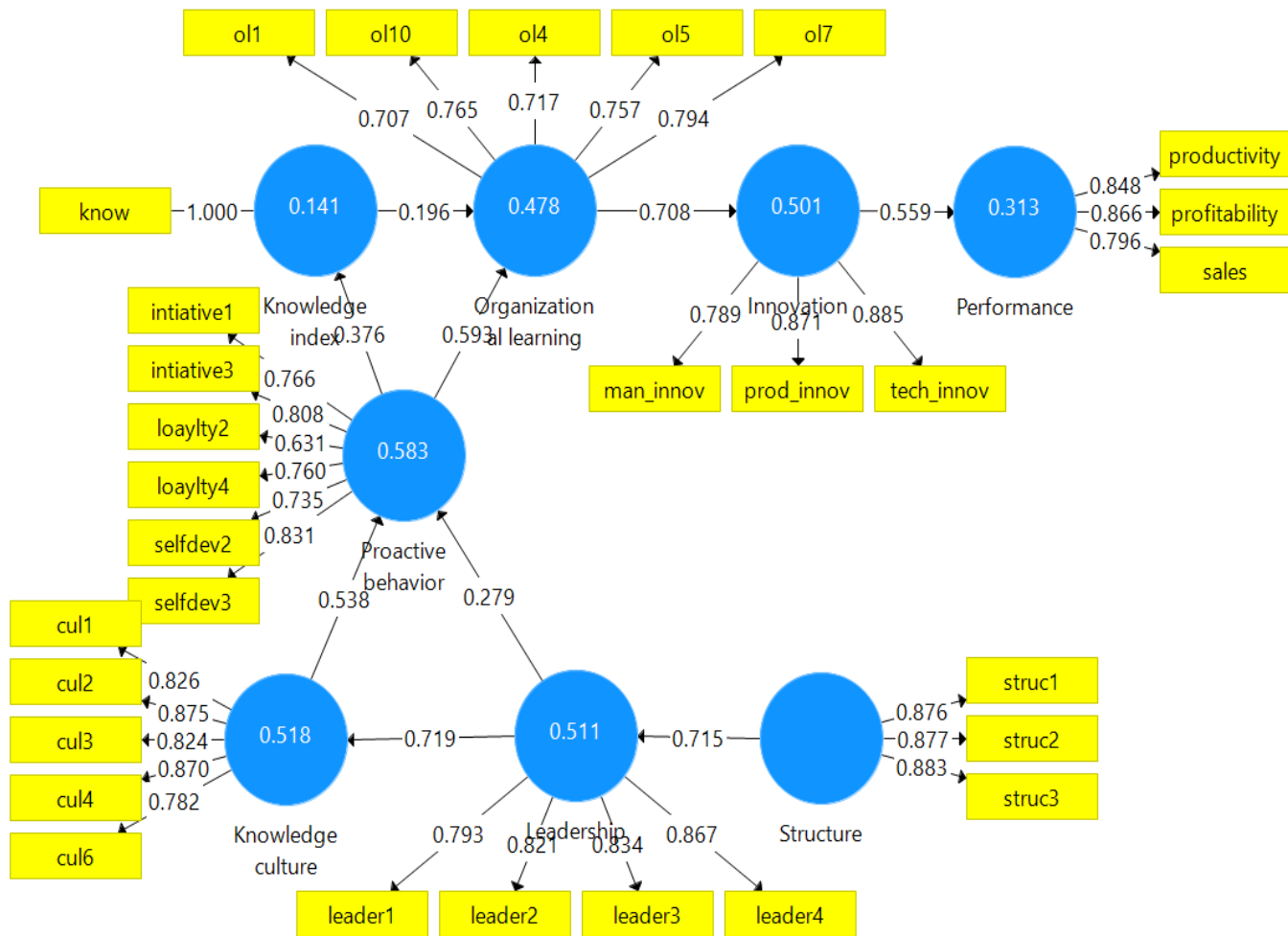
Method of collection – snowball approach

Econometric approach – Partial least square (package smartPLS)

Descriptive statistics

Indicators of knowledge resources	Statistics		
	Mean (%)	Min	Max
Share of employees with high education	68,80	15	100
Share of employees with trainings	43,53	0	100
Share of employee costs	42,23	5	90
Share of long-term agreements with clients	53,14	0	100
International certificates (%)	48,5		
R&D expenditures (dummy)	51		
Collaboration with educational institutions	61,8		
Export	47,2		
Level of applied technology:			
Average domestic level	26		
Leading domestic level	29		
Average international level	30		
Leading international level	21		

Empirical results.



- Company's knowledge has positive impact on company's innovation and financial performance.
- Proactive behavior is an important part of company's knowledge. It has positive significant impact on knowledge index and organizational learning.
- Flexible organizational structure provides opportunities for transformational leadership, which in turn forms knowledge culture. Altogether these supportive activities stimulate proactive behavior.

Conclusions & Implications

- For Russian companies the **antecedents** of knowledge-based performance are as follows:
 - ❖ Proactive employee behavior
 - ❖ Knowledge culture
 - ❖ Transformation leadership
 - ❖ Flexible organizational structure
- Holistic view gives better understanding of mechanisms behind knowledge-based company's success

THANK YOU FOR ATTENTION
Q&A
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