

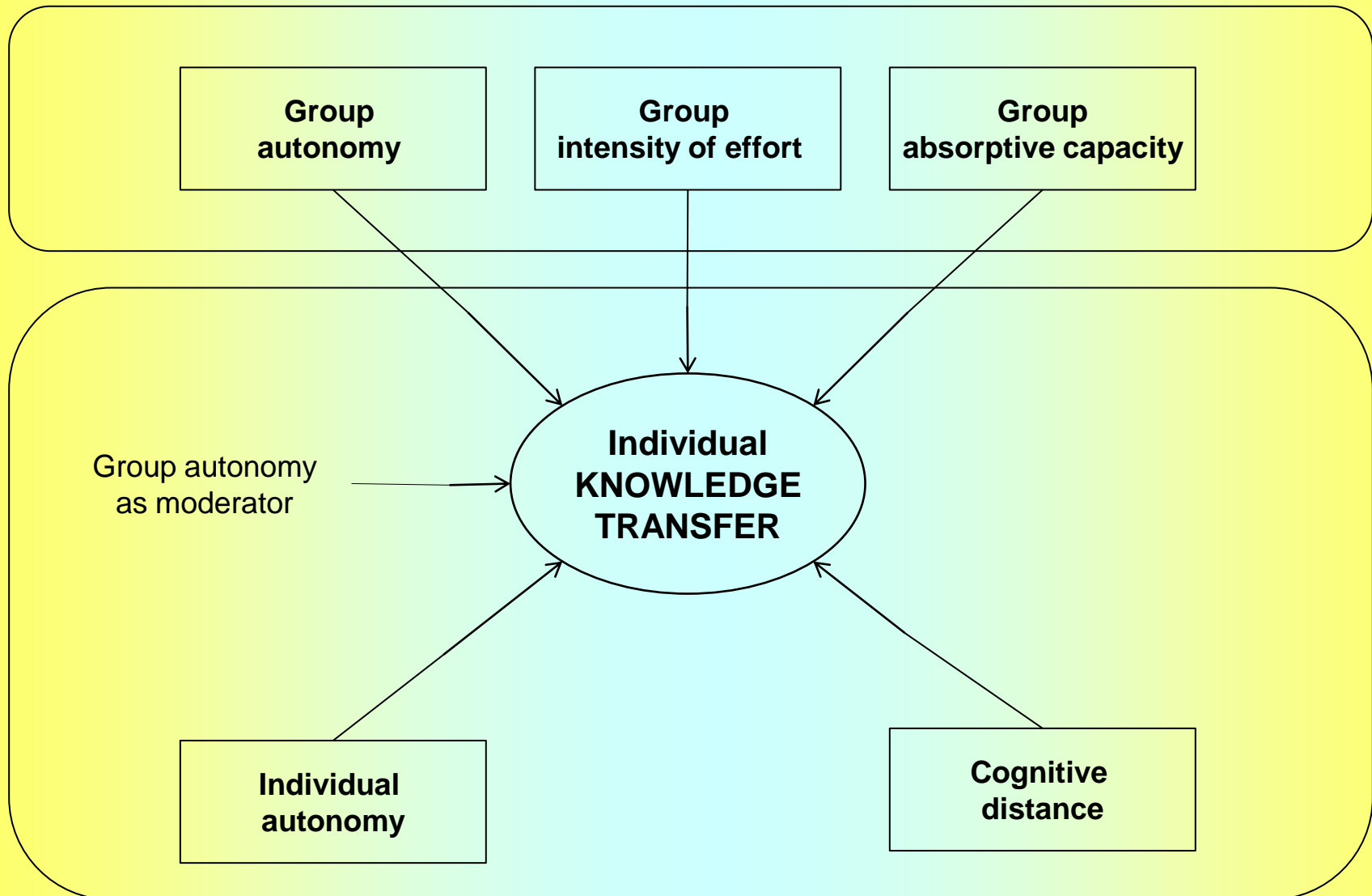
Organizational Knowledge Transfer: Introducing A Multi-Level Perspective

AoM Montreal, 9th August 2010

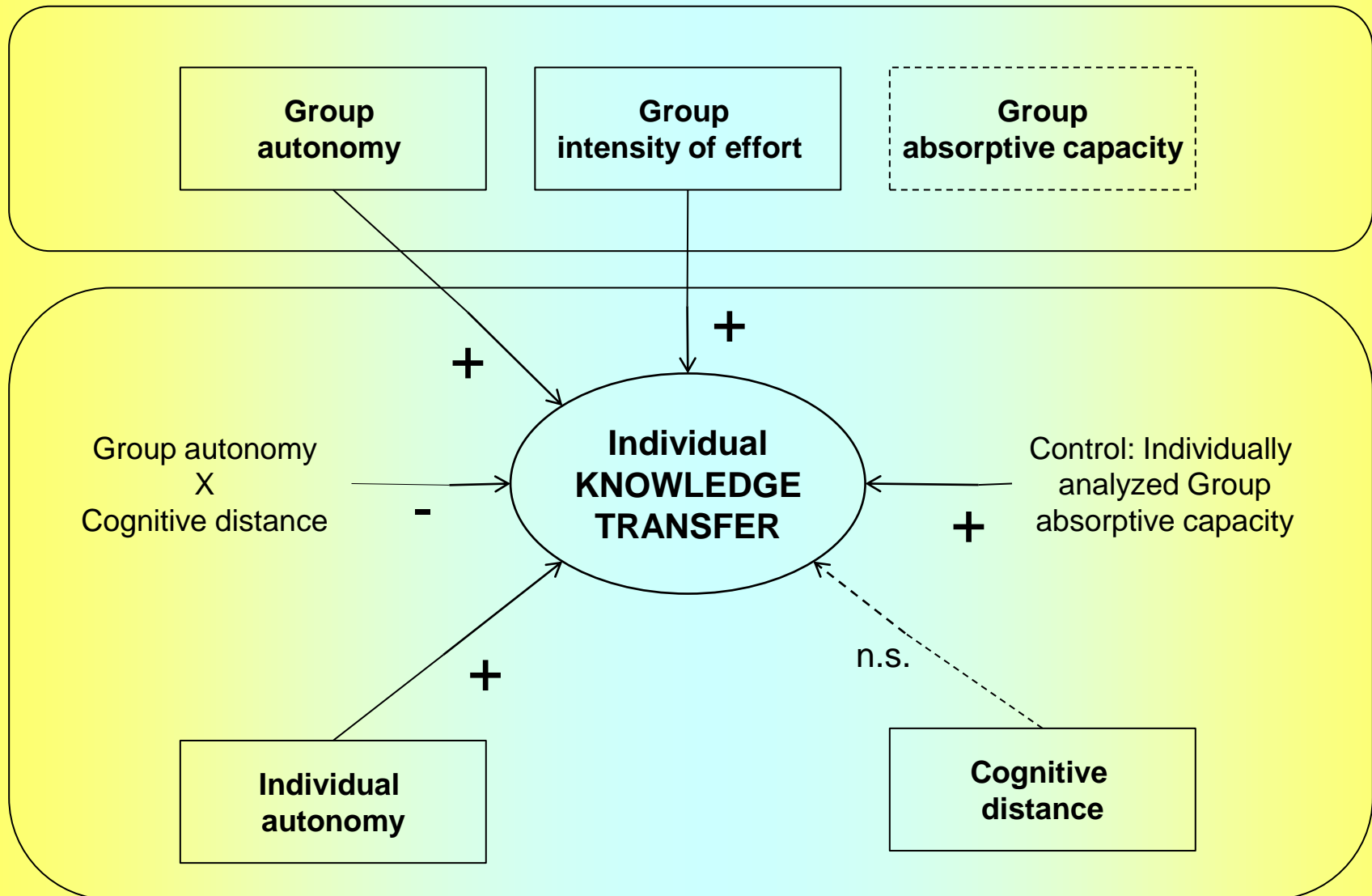
Jan M Paulsen & Kjell B Hjertø



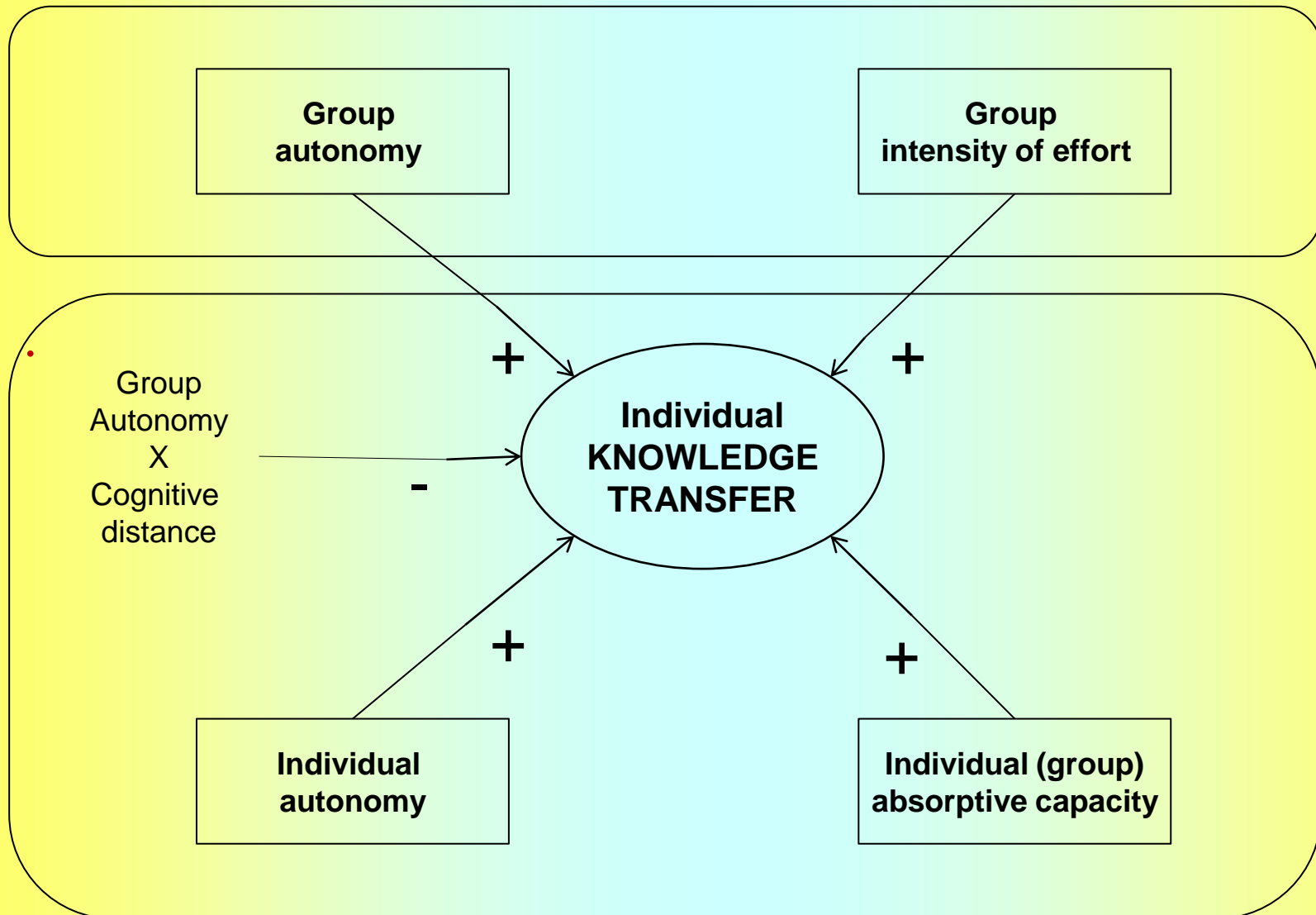
A Multilevel Perspective of Knowledge Transfer Levers – The Model



A Multilevel Perspective of Knowledge Transfer Levers – Findings



What Makes Experiences of Knowledge Transfer?



**Group
Autonomy
(H3)**

**Group
Absorptive
Capacity (H4)** (not a
group
variable)

**Group
Intensity of
Effort (H5)**

$\gamma_{03} = .52^{***}$
 $p = .000$

**Control
group level**

Sex
 $\gamma_{01} = -.17$ n.s..
 $p = .286$

Group size
 $\gamma_{20} = .04$ n.s..
 $p = .506$

Group level

Individual level

(Explorative)
 $\gamma_{52} = -.32^*$
 $p = .006$

$\gamma_{04} = .47^{**}$
 $p = .009$

**Knowledge
Transfer**

**Cognitive
Distance
(H1)**

$\gamma_{60} = -.11$ n.s..
 $p = .135$

**Autonomy
(H2)**

$\gamma_{30} = .20^*$
 $p = .004$

**Control
individual level**

**“Group average
Absorptive
Capacity”
(Control)**

$\gamma_{20} = .22^{***}$
 $p = .000$

Sex
 $\gamma_{10} = .06$ n.s..
 $p = .576$



**GROUP
AUTONOMY
as a negative
moderator to the
impact of
COGNITIVE
DISTANCE
on
KNOWLEDGE
TRANSFER
experiences**

