

RESEARCH ON THE INFLUENCE RELATIONSHIP BETWEEN CORPORATE RELATIONSHIP CAPITAL AND KNOWLEDGE TRANSFER EFFECT

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Abstract

In the context of a globalized economy, knowledge transfer between companies is one way to remain competitive. At present, most of the existing researches are from the internal technological development and knowledge transfer process of enterprises to inquire into the factors affecting the company's knowledge transfer (Bao, 2014). Less is the research on the effect of knowledge transfer between organizations from the perspective of the relationship between the capital owned by the company itself and the emotional willingness factor it embeds in the behavioral impact. Based on this, this paper proposes and explores the following questions: whether the relationship capital owned by the company itself and the emotional willingness factors it brings embeds the corporate behavior and then affects the effect of knowledge transfer between organizations. Specifically, this paper explores the influence of corporate relationship capital on knowledge transfer effectiveness through the willingness of knowledge transfer. This paper starts from the four dimensions of corporate relationship capital (trust, commitment, conflict management, and effective communication) and examines their effects on knowledge transfer through knowledge transfer willingness. The results show that the willingness to transfer knowledge has some mediating effects in the influence of the two dimensions of trust and commitment on the effect of knowledge transfer. In the influence of conflict management and effective communication of corporate relationship capital on the effect of knowledge transfer, the willingness to transfer knowledge plays a completely mediating role.

Keywords: Corporate relationship capital, Knowledge transfer effect

Introduction

Research in related fields points out that knowledge competition is the key competitiveness of enterprises in the 21st century. The ability of a single enterprise to develop knowledge is insufficient to gain a competitive advantage in knowledge (Wu & Cavusgil, 2006). Therefore, companies must learn from other companies or organizations, acquire knowledge resources from other organizations, and effectively transfer knowledge resources. Relational capital is a relational resource that an individual or a company enjoys through a social network (Cai & Sun, 2013). The capital of corporate relations comes from the stable relationships and emotions established by companies and customers, suppliers, cooperators, governments, scientific research institutions, service agencies, etc., and is a unique resource that is beneficial to the company's goal. It is a very important type of external resources that companies can access. Related research shows that corporate relationship capital is conducive to improving the company's competitive advantage and innovation performance (Nahapiet & Ghoshal, 1998). Under the influence of the Confucian culture, the Chinese people attach great importance to the relationship and believe that the relationship is an informal link between people and has a tremendous power to help people socialize. This universal concept of individuals also extends to the organizational field. For organizations, the social networks and social relationships that their members possess are also valuable, scarce, and unique, and are important sources

of competitive advantage (Tsai & Ghoshal, 1998). The study on the characteristics of Chinese companies reveals that social capital has become a benchmark for Chinese corporate economic action and plays a special role in economic transformation (Bian & Qiu, 2000). Relational capital is an important part of three dimensions of social capital (structure dimension, relationship dimension, and cognitive dimension). It will also have unique value and role in China's economic transformation.

Based on the above understanding, this paper proposes and explores the following issues: Whether the relationship capital owned by the company itself and the emotional willingness factor it brings into the company's behavior will affect the effect of knowledge transfer between organizations. Specifically, this paper explores the impact of corporate relationship capital on knowledge transfer through the willingness to transfer knowledge.

Research objectives

This paper explores relationships between corporate relationship capital and Knowledge Transfer. Whether the willingness of knowledge transfer mediates the corporate relationship capital and knowledge transfer effect.

Literature Review

1. Corporate relationship capital

Bontis (1998) and others believe that corporate relationship capital is a network of relationships between atomic enterprises and other organizations in their network environment.

It is a hidden relationship resource. Kale, Singh & Perlmutter (2000) began to define relational capital based on the emotional characteristics of corporate anthropomorphism. They regard the communication between enterprises and other organizations as the interaction between people. Therefore, the capital of corporate relations should be composed of the trust and commitment of emotional factors. Sambasivan, Siew-Phaik & Mohamed (2011) argue that in addition to trust and commitment, corporate relationship capital should also include effective communication and conflict management.

2. Knowledge transfer

Different scholars have different views on the concept of knowledge transfer. It consists of two aspects: the willingness to transfer knowledge and the effect of knowledge transfer. Dyer & Nobeoka (2000) argue that the transfer of knowledge is not based on whether or not transfer occurs as a measure of success, but rather on the success of the recipient's application of new knowledge. Simonin (1999) define the process of sharing knowledge across multiple organizations through organizational communication channels, the willingness to transfer knowledge is mutually beneficial to improve the motivation of knowledge transfer between enterprises. Scholars' measurement of knowledge transfer is mainly based on the definition of the meaning of knowledge transfer. One is the willingness of the enterprises to transfer knowledge, and the other is the use effect of the recipients of knowledge transfer.

3. Trust and knowledge transfer effect

Trust between enterprises can promote the willingness and effectiveness of knowledge transfer between organizations. The reason is: First of all, trust can enhance the willingness of the company to carry out knowledge transfer. Only based on the mutual trust relationship, in the process of knowledge transfer, both sides of the company will believe that the transferred knowledge will not be misappropriated or leaked, so that they can have the willingness to share knowledge and actively promote the successful transfer of shared knowledge. The finalization and realization of knowledge transfer. The research conclusions of Panteli & Sockalingam (2005) show that if there is a crisis of confidence among the enterprises, the sharing of information and knowledge will be hindered. The consequence is that it is difficult for any party to obtain valuable information from the other party. Second, trust can reduce the cost of knowledge transfer and sharing in relational companies. In the process of knowledge sharing and learning, enterprises with mutual trust have reduced the time and economic costs of planning, weighing, thinking about whether or not to share knowledge, how much to share, and what consequences will be brought about by sharing. Even if there are documents such as contractual cooperation norms and other documents, if there is no support for trust, there will still be suspicions and reservations in the cooperation between the two sides, which will increase the cost of screening and testing.

4. Commitment and knowledge transfer effect

There are two main aspects of the impact of commitment on knowledge transfer: First, the perceptual attitude commitment. Trust and commitment are complementary (Morgan & Hunt, 1994). In relational enterprises, since it is believed that the incident in which the other party takes opportunistic actions to harm our interests will not easily occur, it will tend to make reciprocal promises to the other party from the perceptual knowledge of the returnees. Therefore, in the exchange and sharing of information and data between the two parties, the perceptual commitment to the other side will help our initiative to provide shared knowledge. Improve the frequency and smoothness of communication and cooperation among enterprises. Secondly it is the rational institutional commitment. Relational companies will actively assess and predict the potential benefits they can derive from “relationships” in order to obtain the required benefits from the relationship network. When the income is not less than its expectation, in order to effectively obtain this potential benefit, it will actively establish a corresponding system or code of conduct to safeguard the relationship between the two parties, that is, the form of the system guarantees the credibility of the commitment. Through the design of the system, the relationship enterprises have clearly defined their roles and obligations in cooperation, and also clearly understand the potential benefits that knowledge transfer

can bring to themselves. Therefore, both parties will strive to promote the transfer and sharing of knowledge.

5. Conflict Management and knowledge transfer effect

Relational enterprises’ effective management of conflicts can reduce the degree of conflict, reduce the degree of relational conflict’s trust in relational cooperation among relational subjects, and the negative influence of subjective willingness to cooperate, enhance the cohesiveness of relations, and promote the sharing and exchange of knowledge between the two parties. Yi & Zhang (2013) proved through empirical design that effective conflict management can reduce knowledge conflicts between the two parties. Both parties transfer knowledge in the process of conflict resolution and create new knowledge through reciprocal knowledge collisions, thereby enhancing the efficiency of knowledge transfer. Tjosvold & Sun (2002) believe that effective conflict avoidance comes from high-quality problem communication, which is conducive to the establishment of consistent strategic goals and common interest mechanisms between the two parties. Through mutual influence in the conflict warning and resolution process, learning and collaboration among employees can be improved, information transparency can be improved, and both parties can more easily conduct constructive and creative bilateral dialogues so as to create an atmosphere of knowledge innovation and promote knowledge.

6. Effective Communication and knowledge transfer effect

Dangmadee, Sanguansat & Haruechaiyasak (2018) believe that amount of social media has rapidly increased because people can simply access to the web including the social media through several devices such as desktop, mobile and tablet. From a conceptual point of view, knowledge transfer is the process of cognizing, communicating, and receiving information from external sources. Therefore, it is one of the key factors that can affect the efficiency of knowledge transfer between companies by effectively understanding the precise meaning of the information transmitted between enterprises, judging the value of information and advancing the flow of information. The study believes that information exchange is a key indicator for measuring the operational level of knowledge transfer (Mohr, Fisher & Nevin, 1996). If both parties of the information exchange initiative take the initiative to build a complete and unblocked communication channel, promptly transmit the conflicts or problems that arise in the cooperation and actively seek solutions, and at the same time influence each other in frequent and close communication to cultivate an increasingly good understanding of cooperation, then The communication between the two parties is for effective communication. Effective communication can increase the awareness and understanding of the other party to the relationship and reduce the probability of both parties taking opportunistic behavior in the

process of cooperation. And in a relational alliance, the information the two parties obtain through close communication is often the carrier of the knowledge to be delivered. Therefore, effective inter-firm information communication helps to complete the knowledge transfer between organizations and improve the effect of knowledge transfer.

Framework

According to the above analysis, the logical relationship between research variables in this study is shown in Figure 1.

Hypothesis

1. Corporate relationship capital and Knowledge transfer willingness

First, the trust in relational capital can promote the willingness to transfer knowledge. Panteli & Sockalingam (2005) argue that if knowledge transfer parties create mutual mistrust in the process of knowledge transfer, the willingness to share information and knowledge will be hindered. (Morgan & Hunt, 1994) The fulfillment of commitments can enhance the willingness of both parties to transfer and share knowledge. Tjosvold & Sun (2002) believes that good conflict leads to high-quality problem communication, which helps to enhance the willingness of both partners to transfer knowledge. Effective communication of information between the partners helps to increase the willingness to transfer knowledge between organizations. The following hypotheses were proposed:

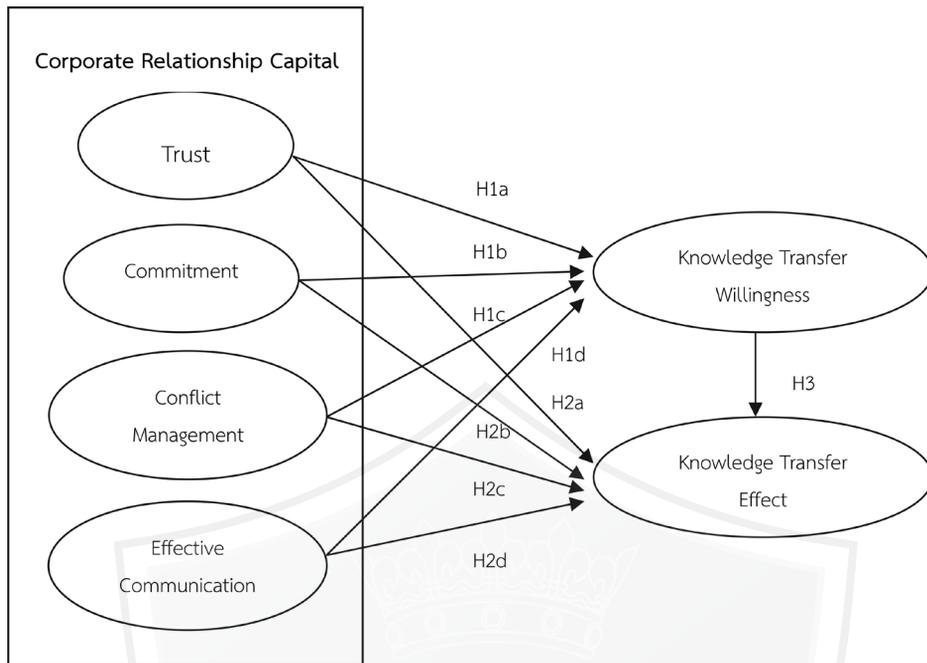


Figure 1 Relationships between Corporate relationship capital and Knowledge Transfer

H1a: Trust is positively related to Knowledge transfer willingness.

H1b: Commitment is positively related to Knowledge transfer willingness.

H1c: Conflict management is positively related to Knowledge transfer willingness.

H1d: Effective communication is positively related to Knowledge transfer willingness.

2. Corporate relationship capital and Knowledge transfer effect

From the previous literature review of corporate relationship capital and Knowledge transfer effect, we can deduce Trust between enterprises can promote the willingness and effectiveness of knowledge transfer between organizations. The perceptual commitment to the other side will help our initiative to provide shared knowledge. Yi & Zhang (2013) proved

that effective conflict management can reduce knowledge conflicts between the two parties. Mohr, Fisher & Nevin (1996) believes that information exchange is a key indicator for measuring the operational level of knowledge transfer. The effective communication of corporate relationship capital can directly affect knowledge transfer and increase its efficiency. The following hypotheses were proposed:

H2a: Trust is positively related to Knowledge transfer effect.

H2b: Commitment is positively related to Knowledge transfer effect.

H2c: Conflict management is positively related to Knowledge transfer effect.

H2d: Effective communication is positively related to Knowledge transfer effect.

3. Knowledge transfer willingness and

Knowledge transfer effect

Szulanski (1996) argues that insufficient willingness to transfer knowledge across the border will hinder the transfer of knowledge between organizations. Simonin (1999) also believes that the protection of knowledge by knowledge providers will have a negative impact on the effect of knowledge transfer. The higher the willingness to transfer knowledge, the better the knowledge transfer effect of enterprises. The following hypotheses were proposed:

H3: Knowledge transfer willingness is positively related to Knowledge transfer effect.

Research methodology

The measurement of variables is mainly based on Kale, Singh & Perlmutter (2000) article. These variables belong to the dummy variable using a 5-level Likert scale scoring method of the range of “strongly disagree” and “strongly agree”.

The research object of this research is high-tech enterprise. Their main business is characterized by high technological content, rapid development and innovation, and high demand for knowledge innovation. It is unavoidable to cooperate with other organizations to form “relationships,” and use this “relationship” to learn advanced knowledge and transfer knowledge. It is also the best data for this study. The entire research period lasted for a period of up to three months (July 2017

to October 2017). A total of 203 valid questionnaires were retrieved. The sample characteristics are shown in Table 1.

This paper uses Cronbach’s α coefficient to measure the internal consistency of survey data. The reliability test results show that the Alpha coefficient of each major variable is greater than the acceptable standard of 0.7. It shows that each measurement index has good internal consistency and supports reliability testing.

This paper uses the exploratory factor method to analyze the construct validity of variables. After the SPSS 21.0 test, the KMO value of the corporate relationship capital scales (trust, commitment, conflict management, effective communication) was 0.868, and the Bartlett spherical test value was 1718.882, with a significance of 0.000; The KMO value of the knowledge transfer willingness is 0.705, the Bartlett spherical test value is 186.141, the significance reaches 0.000; The KMO value of the knowledge transfer effect is 0.775, the Bartlett sphere test value is 226.385, and the significance reaches 0.000, indicating that the data is suitable for factor analysis. The exploratory factor analysis also extracted common factor factors and showed that each item for each variable represented a factor load value exceeding 0.5 in the same factor. In summary, the measurement scale used in this paper is reliable and effective.

Table 1 Sample enterprise characteristics (n=203)

Industry	Number of samples	Percentage of total	Ownership type	Number of samples	Percentage of total
Electronic information industry	36	17.73	State-owned and state-owned holdings	42	20.7
Communications industry	37	18.23	Collective enterprises	12	5.9
Software industry	67	33.00	Private and Private Holdings	62	30.5
Chemical industry	24	11.82	Foreign-owned enterprises	12	5.9
new energy	10	4.93	Joint ventures	7	3.4
Petrochemicals	29	14.29	other	68	33.5
Less than 50	51	25.1	Tianjin	16	7.88
51-100	29	14.3	Beijing	16	7.88
101-200	16	7.9	Hebei	20	9.85
201-500	36	17.73	Shanghai	20	9.85
501-1000	24	11.8	Guangdong	25	12.32
1000 or more	47	23.2	Guangxi	106	52.22

Results of the study

In this study, a structural equation model was used, combined with a hierarchical regression analysis method, and AMOS 24.0 analysis software was used to verify the relevant

hypotheses. Referring to the recommendations of Wen, Zhang & Hou (2006) the variables were successively regressed. Table 2 shows the regression results of the effect of corporate relationship capital on knowledge transfer.

Table 2 Regression results of corporate relationship capital to knowledge transfer

Dependent variable Independent variable	knowledge transfer effect			knowledge transfer willingness
	Model I (β)	Model III (β)	Model IV (β)	Model II (β)
trust	0.15*		0.142*	0.316***
commitment	0.13*		0.089	
Conflict management	0.268**		0.073	0.234***
effective communication	0.405**		0.26	0.305***
knowledge transfer willingness		0.545***	0.142*	
constant	0.571**	2.520***	2.332***	0.506*
Adjusted R-squared	0.482	.075	.080	0.491
D-F	6	13	25	6

Note: *** represents $p < 0.001$, ** represents $p < 0.01$, * represents $p < 0.05$

From model I, it can be seen that there are significant positive correlations between the four dimensions (trust, commitment, conflict management, effective communication), and knowledge transfer effect. The adjusted R-square value of the regression model I is 0.482. It shows that the effect of knowledge transfer in an enterprise can be explained by the dimensions of enterprise relationship capital. Therefore, H2a, H2b, H2c, H2d are verified. Each latent variable has statistical significance and can continue the mediating effect test. From model II, it can be seen that three dimensions (trust, conflict management, effective communication) and knowledge transfer willingness are significant positive correlations. The adjusted R-square value of the regression model II is 0.491. Therefore,

H1a, H1c, H1d are verified. But commitment and knowledge transfer willingness is not significant. Therefore, H1b is not verified. From Model III, it can be seen that there is a significant positive correlation between transfer knowledge willingness and knowledge transfer effect. The adjusted R-square value of the regression model III is 0.075. H3 is verified.

According to the mediating effect test procedure. Intermediary variable knowledge transfer willingness and independent variable enterprise relationship capital and dependent variable knowledge transfer effect into regression equation analysis. The results are shown in model IV. From this model, it can be seen that, after considering the knowledge transfer willingness as a control variable, the correlation

of trust and the knowledge transfer effect is significant at the $p < 0.05$ level, the correlation coefficient is still significant. But compared with the initial regression coefficients (model I), there is a clear trend. Moreover, the relationship between the both dimensions of conflict management and effective communication with knowledge transfer effect has changed significantly from the initial (model I) $p < 0.05$ level to insignificant. Therefore, based on the judgment criteria of the mediating effect of Wen, Hou & Zhang (2005), this study draws the following conclusions: First, in the relationship between the trust and knowledge transfer effect,

the willingness plays a part mediating role; Second, in the relationship between conflict management, and effective communication, with the of knowledge transfer effect, the willingness plays a full mediating role.

Sobel test: According to the mediating effect test procedure (Wen, Hou & Zhang, 2005), the commitment's coefficient is not significant (see model II). Sobel testing is required. In the following, this paper will test the mediating effect of the willingness in the relationship between commitment and knowledge transfer effects into Sobel test. The path coefficients is shown in Table 3.

Table 3 Path coefficient of commitment, knowledge transfer willingness and knowledge transfer effect (n=203)

Path	Normalization coefficient	C.R.	P-value significance
Commitment ---> knowledge transfer willingness	0.808	5.346	***
knowledge transfer willingness ---> knowledge transfer effect	0.474	2.304	*
Commitment ---> knowledge transfer effect	0.449	2.160	*

Note: *** represents $p < 0.001$, ** represents $p < 0.01$, * represents $p < 0.05$

According to the fitting path coefficient and significance degree in Table 3, it indicates that the willingness plays a part of the mediating effect in the path of the commitment to knowledge transfer effect.

Discussion

The results of study shows that H1 to H3 have been all empirically supported and show

significant positive correlations. That is to say, with the deepening of emotional factors such as trust and commitment between organizations, the activities of learning and knowledge sharing between organizations have become smoother, and the organizational knowledge transfer has become better and better. In terms of inter-organizational behavior, management of conflicts can lubricate bilateral relations and improve

knowledge transfer effect. Knowledge transfer can enrich corporate resources and update knowledge stock. At the same time, it will make up for gaps in knowledge and improve the quality of knowledge. The empirical results show that the transfer knowledge willingness plays a complete mediating role in the relationship between the dimensions of conflict management and effective communication to knowledge transfer effect. In the remaining trust and commitment dimensions, knowledge transfer willingness plays a partial intermediary role. This article analyzes in depth the mechanism of the transformation of corporate relationship capital into knowledge value. In high-tech enterprises' interaction and cooperation relationship capital plays key role in the realization of knowledge transfer.

Conclusions

By building a relationship model between corporate relationship capital, knowledge transfer willingness, and knowledge transfer effect, and by using large sample data research and statistical testing methods, this study found that corporate relationship capital can promote the effect of knowledge transfer between organizations. The following can be inspired by this study.

The rich capital of corporate relationships helps companies achieve cross-organizational knowledge transfer. Enterprises improve the efficiency of communication between the two sides through the emotional factors such as mutual trust and reciprocal commitment cultivated in the cooperation. Realize high-quality

interactions, resolve real or potential problem conflicts in a timely manner. In the generation and enrichment of this relationship capital, organizations have realized mutual learning and knowledge transfer.

This conclusion has developed a research model of capital-performance, and has in-depth analysis of the process mechanism of the transformation of corporate relationship capital into knowledge innovation. It shows the key role that interaction and cooperation among enterprises, knowledge sharing, and transfer play in the development of relationship capital and the realization of knowledge innovation.

Research suggestions

This study points out that corporate relationship capital is an important role in enterprise knowledge transfer. Therefore, this study proposes the following recommendations.

Enterprises should increase the level of trust of people on both sides of knowledge transfer. Can improve the reliability of their behavior. More enthusiastic about each other's employees. Form a virtuous circle of trust between the two parties. Both parties to knowledge transfer are loyal to each other to gain mutual trust.

Both parties to knowledge transfer should improve the realization of commitments. In order to win the other party's emotional commitment, the other party should be aware of the organization's concern and favor in the knowledge transfer.

Control conflicts between knowledge

transfer parties at a reasonable level. The key to successful management of conflict does not appear the losing side. Timely identification of conflict situations, mediation of disputes, and reduction of anger, hatred and contempt can enable both parties to jointly carry out effective knowledge transfer.

Improve effective communication level and promote knowledge transfer effect. Both

sides should empathy, respect each other, trust each other. Increase the knowledge transfer actions of both parties, deepen understanding and enhance exchanges in action. Let the partners have as many opportunities as possible to get closer to each other. Use modern technology to increase communication opportunities and promote knowledge transfer by using e-mail, QQ, etc.

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