

河合報告要旨

Based on a unique sample of 114 Japanese MNC subsidiaries in Europe, this study investigates a moderated mediation model of expatriate knowledge transfer capacity (EKTC) and subsidiary performance, with knowledge creation capabilities as a mediator and the transnational strategy as a moderator. The findings of our structural equation modelling indicate that EKTC leads to superior subsidiary performance through subsidiaries' knowledge creation capability. The direct relationship between EKTC and knowledge creation capability is stronger for MNC subsidiaries exercising a transnational strategy. The current findings verify that appropriate strategic alignment of expatriate staffing affects the ability to develop and recombine new knowledge with existing knowledge, thereby creating a MNC subsidiary's competitive advantage.