

**Measuring Knowledge Transfer Ecosystems:
Developing and Validating Field Measurement Scales for Absorptive Capacity
and Experienced Community of Practice**

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Abstract

We present the development and validity field testing of two new measures: Absorptive Capacity and Experienced Community of Practice. We propose the Knowledge Transfer Ecosystem (KTE) as a model for organizing the different facets of knowledge transfer. We used a holdout sample of 1,980 engineers from a larger study in a Fortune 500 technology company to develop and test a 9-item scale of Absorptive Capacity and a 12-item scale of Experienced Community of Practice (response rate from this sample was 37%). These constructs are placed in context with Transactive Memory. Results from the study demonstrate that the scales are internally consistent, powerful predictors of related outcomes, and provide distinct explanatory power. We empirically demonstrate convergent, criterion-related, and discriminant validity. We also provide a discussion of how these new tools provide value to the study of knowledge transfer and organizations' ability to exploit their knowledge ecosystems.