The Initial Impact of OD Intervention on Knowledge-Sharing, Problem Solving and Decision-Making: The Case of "William Company"

By
Chanisa Kovichskui

A Thesis submitted in partial fulfillment
of the requirements for the degree of

Master of Management in Organization Development and Management

Graduate School of Business
Assumption University
Bangkok, Thailand

November 2008

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ABSTRACT

The main objective of this research was to find an initial impact of organization development intervention (1) To describe the current situation and analyze the situation in the organization. (2) To identify and implement appropriate OD interventions may improve knowledge sharing, problem solving, decision making and knowledge satisfaction. (3) To determine the impact of ODI on knowledge sharing, problem solving, decision making and knowledge satisfaction. (4). To determine the result of the initial impact during implement OD intervention.

The researcher diagnoses that the company lacks knowledge sharing, knowledge satisfaction has low problem solving skills and cannot make a decision will affect to the employee performance in term of slow response to the customer which cannot meet customer satisfaction.

For solving the problem in the organization, the researcher has to find out answers; What is the current situation in terms of knowledge sharing, problem solving, decision making and knowledge satisfaction in the organization? What are the appropriate OD interventions for knowledge sharing, problem solving, decision-making and knowledge satisfaction? Is there any difference between pre-ODI and the initial impact of post-ODI in knowledge sharing, problem solving, decision making and knowledge satisfaction? Do OD interventions have an impact on knowledge sharing, problem solving, decision making and knowledge satisfaction?

The study has a total of 13 respondents who are the operations staff. The researcher used both qualitative and quantitative data for analysing the data by using an observation checklist, interview guideline and make use of questionnaires. From

the finding of knowledge sharing, the researcher found that the employees are willing to share with each other. The finding of the problem solving was solving the problem by them. Decision making, from the findings stated that the employees fear to take responsibility as the cause of their action. Lastly, from the findings of the employees they are not satisfied with the knowledge that the company provides them.

ACKNOWLEDGEMENT

While working on this research, I got a lot of knowledge and experience from others. I acknowledge with a tremendous debt of gratitude and wish to appreciation to Dr.Kitikorn Dowpiset, my advisor who gave me useful advice and had been very patient to all advisees.

Next, I would like to give my deepest gratitude to Dr.Perla Rizalina M. Tayko who is my committee member. She gave all of us the opportunity to experience Organization Development and helped me to gather my ideas and helped to build big ideas to meet my research topic.

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Chanisa Kovichskul

Chapter 1

Introduction

1.1 Background of the Study

1.1.1 Global Context

As the chart below depicts, the Dollar has fallen constantly – almost without fail for the past six months. Every rally has been sold. In fact, the chart is now wrapping up a nearly perfect symmetrical triangle, which bodes well for a big move. Unfortunately, that move is likely to be down.

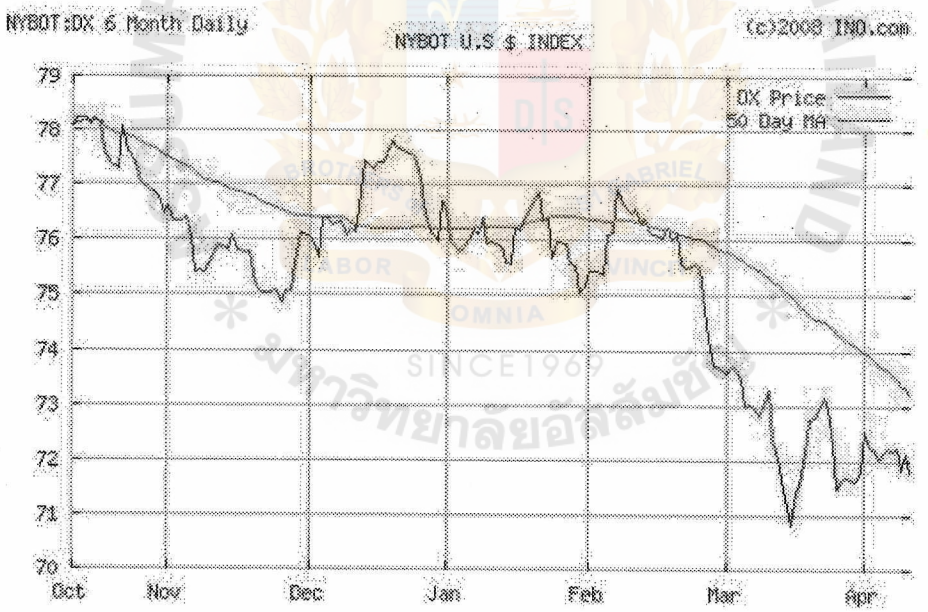


Figure1: Falling US Dollar and Trouble with the Trade Deficit,

Source:www.marketoracle.co.uk/images/2008/us-trade-problems-april08_image004.

In the six months covered in the chart, the Dollar has lost 7.69% of its value versus the basket of currencies measure in the Dollar Index. Following the generally

accepted logic, this should have set the stage for the dramatic reduction of the trade deficit through a significant increase in America's export business.

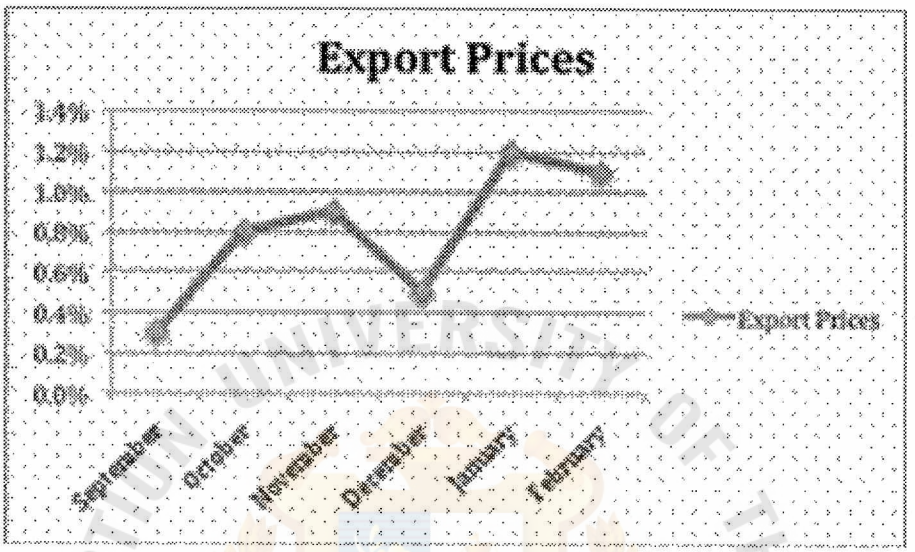


Figure1.1: US Export Prices in 2008

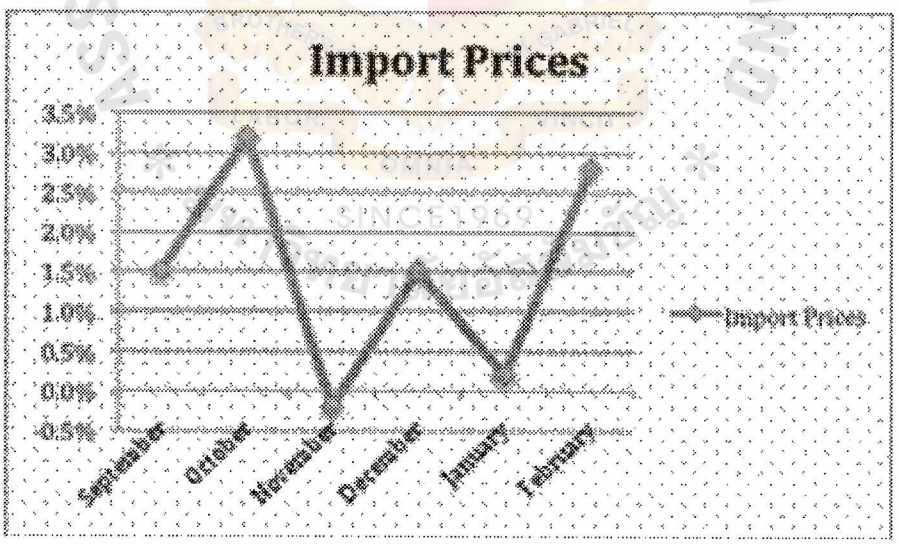


Figure1.2: US Import Prices in 2008

A weaker Dollar means that more Dollars are needed to get the same amount of goods and services. This results in the prices of imports going up. However, domestic inflation puts pressure on the costs of exports as well since it costs

companies more to make their products. This erodes some of the 'advantage' of the weaker Dollar. Higher import prices hurt Main Street Americans because most of the goods we purchase, particularly consumer goods, are imported. The jumps in import prices have been staggering, generally followed by a month of little or no change as the depicted in the chart above. The important point here is the once the gains in price are realized, they don't go away. Consumers have been getting a double dose of higher price from food and gasoline alone. Throw in rapid increases in the price of imported consumer goods and it only puts more pressure on average Americans. As former President Jimmy Carter said so eloquently, "Inflation is a bunch of mysterious things working in mysterious ways." There really isn't anything mysterious about it. America didn't begin running trade deficits until the final decoupling from the gold standard in 1971. US have been inflating ever since. We are now reaping the whirlwind from those decisions. (Sutton Andy, April 11, 2008)

1.1.2 Asian Context

China's trade surplus swelled in July to its highest level in eight months as its trade gaps with the United States and Europe grew despite concern about weaker global demand, according to data reported Monday Aug 11, 2008.

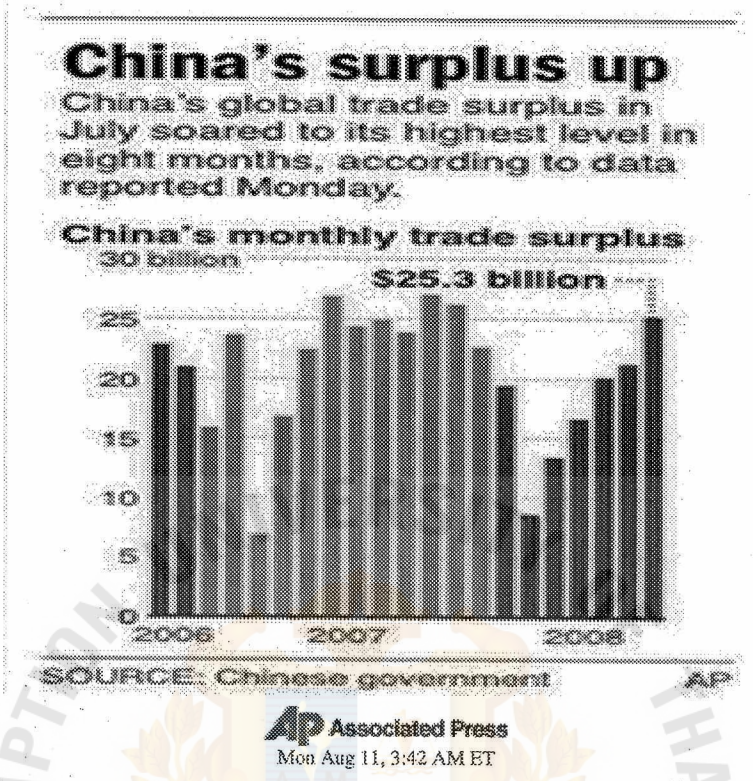


Figure2: China's Monthly Trade Surplus Up

Source: General Administration of Customs of China (in Chinese): http://www.customs.gov.cn

The trade gap has strained relations with China's trading partners, fueling demands for action on currency controls and barriers to imports and investment. Some American lawmakers are calling for punitive tariffs on Chinese goods if Beijing fails to act. Demand for Chinese exports is expected to soften as the effects of the U.S. credit crisis spread. But developing economies, key markets for Chinese-made machinery, trucks and other industrial goods, are still relatively strong. China's trade surplus with the United States widened by 13.8 percent over the year-earlier period to $16.4 billion, according to customs data. The surplus with the 27-nation European Union, China's biggest trading partner, ballooned by 22.9 percent to $15. Exporters have suffered from a rise in China's currency, the yuan, against the dollar, which

makes their goods more expensive in the United States. But the yuan is falling against the euro, making their exports more attractive to European consumers. Chinese leaders are trying to narrow the trade gap to reduce the flood of money that is pouring into the economy and adding to pressure for prices to rise. They have cut export-related tax rebates and imposed curbs on sales of goods such as steel and plastic that is considered too dirty or energy-intensive to produce. But the government raised rebates of value-added taxes on textile exporters after foreign sales fell 4.2 percent in June. Planners are believed to be looking at similar targeted measures to help other struggling export industries. The July monthly surplus was China's highest since November, when the country recorded a trade gap of $26.3 billion. (McDonald Joe, Aug 11, 2008)

1.1.3 Thai Context

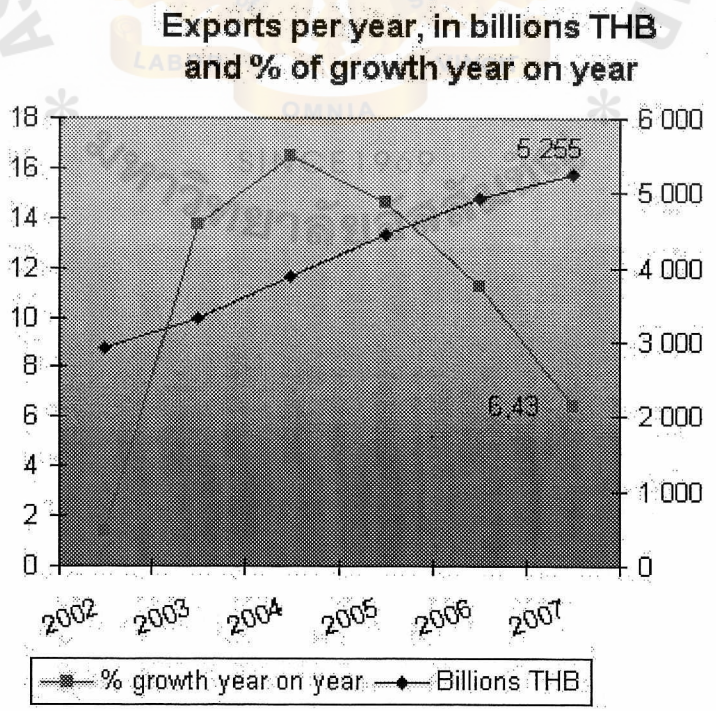


Figure3: Chart, Exports: Values and Growth per Year

Since 4 years, the percent of growth is decreasing. It is not surprising (the base effect) but obviously Thai politicians don't understand it, because they continue to call for astonishing growth. The truth is that in 2007, exports went up by 6,43 %, to 5 255 billions THB. There is no point to calculate exports in USD (because the USD is falling). The honest way is to look at the total in the local currency, the THB because eventually most of Thai exporters will convert their incomes USD or Euros in THB. Locally, this is why the fall of the USD is a bad news: exporters get less money for the goods they sell.

1.2 Company Overview

1.2.1 Company Background

"William E.Connor Company" is a buying agent company which has a network of branch more than 30 offices around the world such as in Taiwan, Indonesia, Philippine, etc. The head office is located in Hong Kong. Mr. Connor established the organization in 1971.

William E.Connor is a supply chain management company that provides merchandise sourcing services for customers such as department and specialty stores, catalog and online retailers and importers. Acting as a purchasing agent, Connor not only identifies makers of apparel and other consumer goods but also provides product development assistance, negotiates prices, and arranges the transportation of finished products. Connor operates from about 35 offices, mainly in the Asia Pacific region but also in Africa, Europe and North America. (William E.Connor & Associates Ltd. Company Profile, Nov6, 2008)

There are many factors and issues that impact to the company such as the currency exchange rate because the company deals with US markets if the exchange

rate is unstable. It directly affects to the suppliers in Thailand. The other major factor is oil price; oil is the main raw material in the industry. Once the oil price increases, the unit cost of the products go up. It means the retail price of the product also increases and demand will decrease. It affects the sales volume directly.

Every piece of product is required to pass the test by standard testing of America's requirements. Before the supplier shipped the products to US, they must submit both the product quality test and transit test to BV laboratory is our client require BV test in order to avoid any quality issue once the product was in end user hands.

The vision of the company is "We will represent one interest and only one interest, that of our principle, and we will represent that interest to the best of our abilities."

Find the general description of organizational component as following;

1.2.2 Organization Structure (company chart)

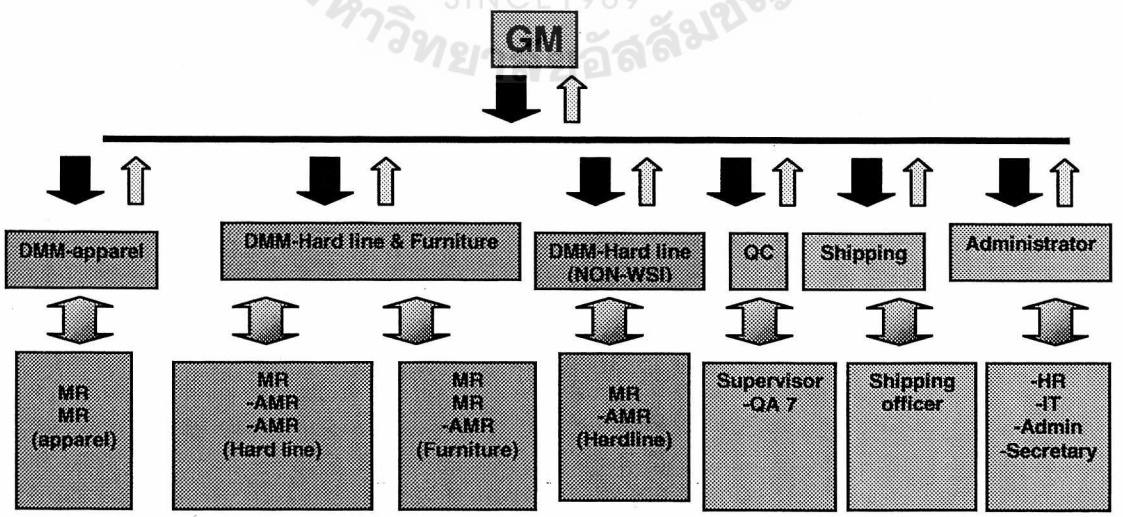


Figure4: Organization chart of William E. Connor (Thailand)

Based on the organization chart, the Chart starts with the top management of the organization General Manager (GM), he will be responsible everything in the organization. The function of the organization was divided into 4 parts, Merchandiser department, QC department, Shipping department and Administrative department. In Merchandiser department, this organization also separate into three divisions are apparel, hard line & furniture and hard-line (Non-WSI). The research belongs to a staff of hard-line (WSI) department as an Associate Merchandiser.

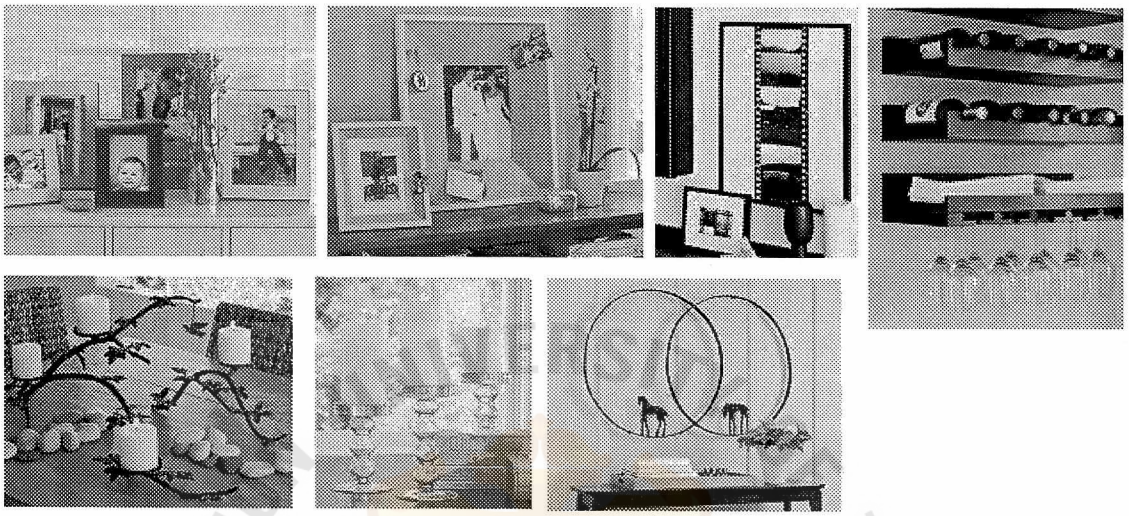
As per above chart is William E.Connor (Thailand) are the researcher has selected only Merchandisers of Hard lines to conduct this research.

The structure of organization is top – down structure. General Manager will pass the order down to Division manager management. Then, DMM will pass the order to subordinates in the department. You can see from the arrow in the picture that between DMM and subordinate has a strong reflection with each others because they have to deal the issue or give the direction to each others almost everyday. GM will not give the order to the subordinate directly but he always pass to the DMM first, then DMM will contribute to the subordinate so when the subordinate have an ideas, comments or suggestions, they usually discuss with the DMM first and DMM is going to consider that which suggestion will rise up to GM's attention. By the way, the reflection and communication between the GM and subordinates are very little, when compared with DMM.

Products and Services

The products of the company are hard goods separated into three categories are Hard goods (frame, candle, candle holder, vase, tabletop, wall art and etc.), Furniture

(table, bedside, chair, stool and etc.), and Apparel (underwear, scarf, bodysuit and etc.)



For services, William E.Connor provides product development assistance to the client whatever they like, they can adjust the size or add the colors following their demand. They will negotiate the price, minimum order and handling charge for the client. They still provide quality control of the product and also the factory that produce the product that the supplier must pass the standard requirement such as ISO or CTPAT. Moreover, they arrange the transportation for the goods to deliver to the client. They take care since the product is to be in the terms of production process until it is proceeded to be goods, quality control by QA and to be ship and deliver to the client as per the flow chart process,

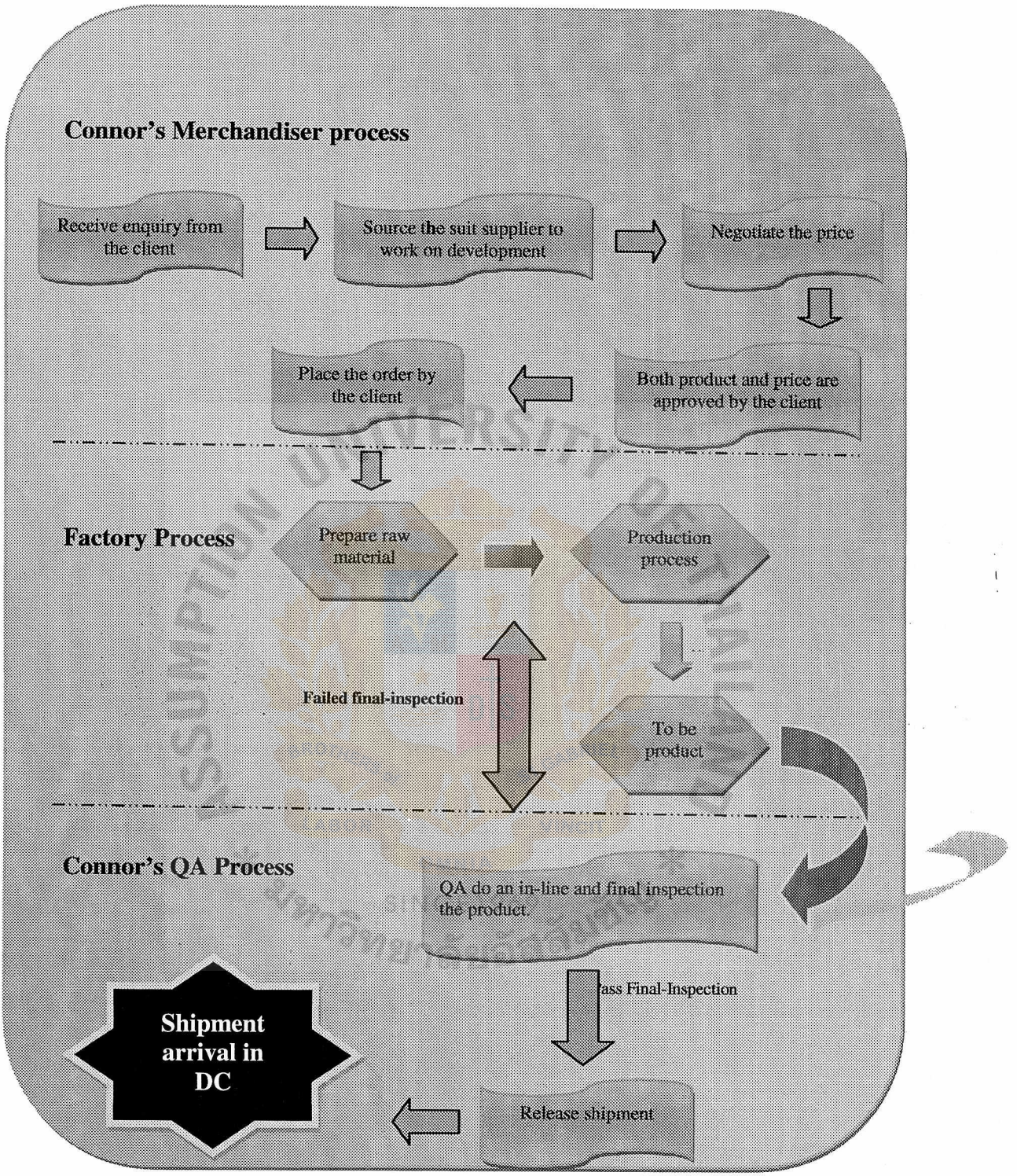


Figure 5: Client requirements management process

Target client

The target clients are 80% in United States and the rest 20% are Europe are clients. They are medium to high retail store. The reason why they focus on the client in the United States is because the company is used to the regulations or laws for exporting the goods to United States.

1.2.3 Situation Analysis

The below figure represent the whole organization. The analysis will go through four topics about situation analysis in the organization.

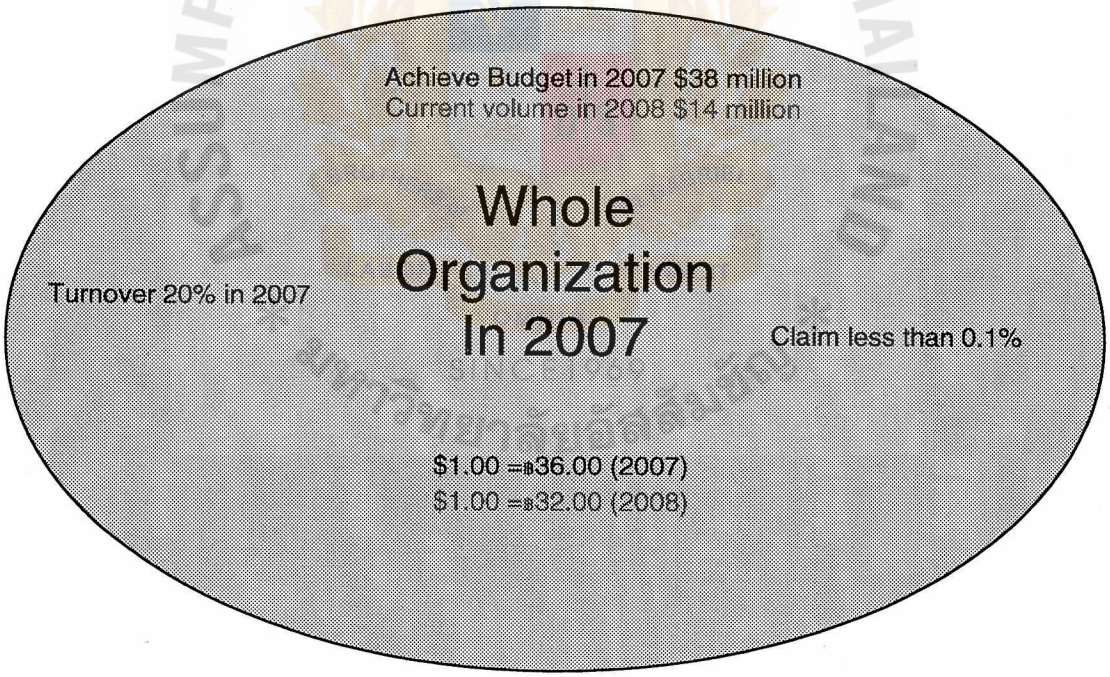


Figure6: Situation Analysis in 2007

1) Budget – In year 2007, the whole organization had achieved the budget at $38 million. In year 2008, the 2nd quarter in April they got only $14 million when we

compared with April 2007 which we got $19 million at the same period. It means sales volume decreases to $5 million.

2) Employee turnover rate – In 2007, the organization is faced with very high employee turnover rate 20% which increases from 5% in 2006 to be 20% in 2007.

3) Currency Exchange rate – Last year $1.00 = ฿36.00, in 2008 $1.00 = ฿31.00.

The currency exchange rate affected directly to our business so they have to do something different from last year to increase sales volume.

4) Claim rate – Total claim rate for the whole shipment from last year, they still contain claim rate is less than 0.1%.

1.2.4 SWOT ANALYSIS

Strengths:	**Weakness:**
1) 35 sourcing offices throughout the world. 2) 5 - 10 technicians in each sourcing offices to identify specification of each product for clients and factories as well as helping to develop client's product design to the actual product. (No any sourcing firms have this because they have only QA.) 3) Strong Product Quality Standards which all clients prefer to follow on ISO standard, WSI standards and manuals. 4) Head quarter give a strong support in term of skill and experienced staff on each product categories.	1) Inadequate manpower. 2) Newbie Merchandisers due to high staff turnover. 3) Slow reply to the client inquiry. 4) No record and managing of detail about production information. 5) Centralization in decision-making - only GM to make decision. 6) Employees are not willing to share their ideas and experience. 7) Hesitate to make a decision because afraid to respond for the result of action. 8) Lots of work procedures and result in slowing movement and it is a barrier to solve the problem.
Opportunities:	**Threats:**
1) Anti-Dumping tax from US. Then, clients move more orders to Thailand. 2) High claim rate from Vietnam and China. Then, clients move more development to Thailand. Thailand has a good product quality when compare to China and Vietnam.	1) Slow down on US. Economic 2) Vietnam and China are first major countries in client's mind due to lower price comparing to Thailand. 3) Unstable of Currency Exchange. 4) Oil price, the supplier will quote the unit price higher than before.

The strengths of the company are there are around thirty-five offices throughout the world. In each office, there is five to ten technicians to identify specification of each product for clients and factories as well as helping to develop client's product design to the actual product(no any sourcing firms have this because they have only QA). The head quarters office still gives a strong support in terms of skill and experienced staff of each product category. Moreover, the company has a strong product quality standard which all clients prefer to follow as ISO standard, WSI standards and manuals.

Second weaknesses of the company, the manpower is inadequate with the job. Many new merchandisers as there is high staff turnover rate which causes slow reply to the client inquiry. Also a lot of work procedure which results in slow movement and it is a barrier to solve the problem. Regarding high turnover rate, they are lack of record and manage details about product information. Once they have not enough product knowledge or information, they are not willing to share their ideas and experience and hesitate to make a decision because they are afraid to respond for the results of action. In addition, they are centralized in decision making, only the GM has an authority to approve or make decisions.

The opportunities are anti-dumping tax from US. Then, clients move more order to Thailand. Due to high claim rate from China and Vietnam, clients move more development orders to Thailand because Thailand has a good product quality when compared to China and Vietnam.

Lastly threats of the company, the major threat is slow down on US economy and unstable currency exchange. Oil price as the suppliers will quote higher unit cost than before because in Thailand as they use oil as a fuel. In China, the government

allows the factory to use coal and nuclear as a fuel. This causes the unit cost of product in Thailand to be higher than others who use nuclear or coal. For instance, China and Vietnam are the first major countries in client's mind due to lower prices compared to Thailand.

1.3 Research Objectives

1. To describe the current situation and analyze it for the organization.

2. To identify and implement appropriate OD interventions may improve knowledge sharing, problem solving, decision making and knowledge satisfaction.

3. To determine the impact of ODI on knowledge sharing, problem solving, decision making and knowledge satisfaction.

4. To determine the result of initial impact during implement OD intervention.

1.4 Statement of Problem

The main purpose of this research is to determine the initial impact of OD intervention in knowledge sharing, problem solving, decision making and knowledge satisfaction.

The problem statement for the proposed research, "Lack of knowledge sharing, knowledge satisfaction, Low problem solving skill and cannot make a

decision will effect to the employee's performance in term of slow respond to the customer and cannot meet customer satisfaction."

In the research organization, they do not have the system to manage the employee's knowledge. The knowledge will be with the employees, once they leave the organization, they will not leave the knowledge at the organization. If the organization provides the knowledge management system to the employees, it will be easier to keep knowledge with the company and the knowledge management will be very useful if all employees are willing and do not hesitate to share their knowledge with others. Before, sharing knowledge with others, the employees should have information which is quite complete and correct and they feel satisfied with their knowledge. Satisfaction relates to the quality of products and services directly. When the knowledge management is successful and implemented in the organization. Both customer satisfaction and job satisfaction will get positive feedback. The knowledge management affects decision making of employees because if they have some evidence or reference of the examples from the past, it will encourage them to have more confidence to make a decision. It also relates to the problem solving because if they do not make a decision how can they solve the problem? All of these problems, are barriers to meet the customer satisfaction.

1.5 Research Questions

1. What is the current situation in terms of knowledge sharing, problem solving, decision making and knowledge satisfaction in the organization?

2. What are the appropriate OD interventions for knowledge sharing, problem solving, decision-making and knowledge satisfaction?

3. Is there any difference between pre-ODI and the initial impact of post-ODI in knowledge sharing, problem solving, decision making and knowledge satisfaction?

4. Do OD interventions have an impact to knowledge sharing, problem solving, decision making and knowledge satisfaction?

1.6 Hypotheses

Ho1: There is no significant difference between the pre and the initial impact of post ODI on Knowledge sharing, problem solving, decision making and knowledge satisfaction.

Ha1: There is a significant difference between the pre and the initial impact of post ODI on Knowledge sharing, problem solving, decision making and knowledge satisfaction.

Ho2: OD intervention has no impact on Knowledge sharing, problem solving, decision making and knowledge satisfaction.

Ha2: OD intervention has impact on Knowledge sharing, problem solving, decision making knowledge satisfaction.

1.7 Definition of Terms

1. **Knowledge Sharing** - "The process of capturing and sharing a community's collective expertise to fulfill its mission." Knowledge management takes advantage of an organization's most valuable asset — the collective expertise of its employees and partners. (Yang, 2002)

2. **Problem Solving** – is a complex process involving several phases of activities. The act of defining a problem; determining the cause of the problem; identifying, prioritizing and selecting alternatives for a solution; and implementing a solution. (E.Connelly, 2003)

3. **Decision-making** – is a conscious process of making choices among one or more alternatives with the intention of moving toward some desired state of affairs. Decision occurs in response to problems or opportunities. A problem is a deviation between the current and desired situation. It is the gap between what is and what ought to be. An opportunity is a deviation between expectation and the recognition of a potentially better situation that is either planned or expected (Baranwal, 2004).

4. **Explicit knowledge** – can be expressed in numbers and words and shared formally and systematically in the form of date, specifications and manual (Becerra-Fernandez and Sabherwal, 2001).

5. **Tacit knowledge** – expertise and experience of organization members that has not been formally documented, which includes insight, intuitions, and hunches – is difficult to express and formalize, and therefore difficult to share (Becerra-Fernandez and Sabherwal, 2001).

1.8 Significance of Study

Knowledge management, Knowledge sharing, Problem solving, Decision making and Knowledge satisfaction were an important input into the company's growth. They are aspects that impact to the customer satisfaction. The benefits of this study have been divided into four parts:

Firstly, this study will help the organization to provide the better quality of work and on timework outcome to customer and help to drive the business growth.

Second, the management will have more opportunity to focus on the new area business for increase the sale volume and face with external challenge without concern with the internal issue such as; they must involve and take an action with the every single issue.

Third, the study will help the individual employee to work more effective and provide the opportunity to improve and develop their competency by practice them, not only how to manage the knowledge but also willing to sharing the information, and improve the problem solving skill and how to make a decision effective also. Once they have to face with the problem, they can handle with more confident and have a suggestion from the others. It helps them to move forward faster and have more free time to think or do other things in advance.

Lastly, similar businesses can study this as a case study for them. It can be a role model for them, or they may take this intervention from this case to adopt and adapt with their organization to facilitate the employee performance

1.9 Scope and Limitation of Study

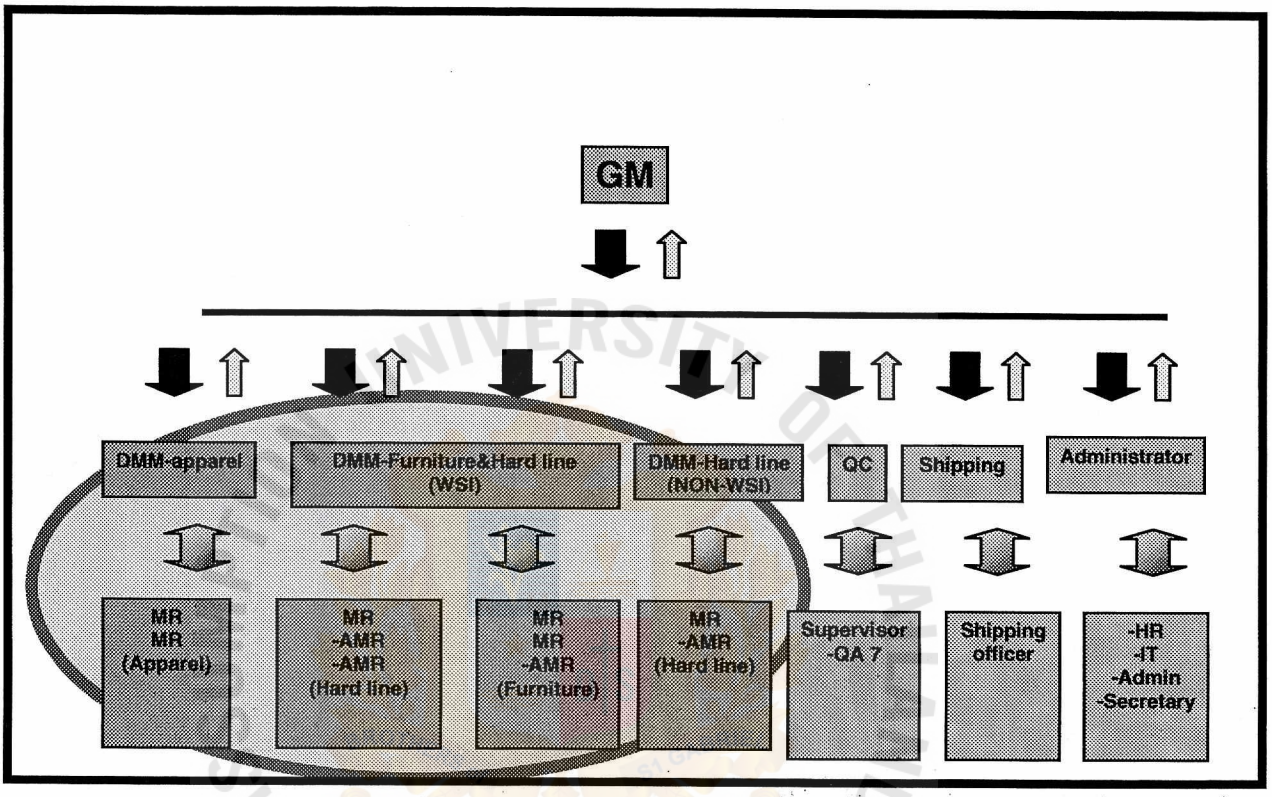


Figure7: Scope of the Research Study

The scope of this study, the researcher will scope and focus on the Merchandiser function area which include apparel, furniture, and hard-line both wsi and non-wsi department which have green color in the red circle as shown in the above chart which has an total 13 staff.

Time limitation, the intervention in this case will take four to six months for conducting on the OD intervention process such as workshop, monthly meeting and open system sharing all programs will not be more than ฿20,000 budget. The intervention is conducted during a specific time period, thus it cannot be generalized for all times.

Chapter 2

REVIEW OF RELATED THE LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

Literature Review

2.1 Theories related to Knowledge Sharing and Knowledge satisfaction

Based on the research of Toyota in 2000, Toyota foresees the importance of knowledge sharing within the organization and they create the network of knowledge sharing process by self which gains more advantages to the organization.

The research suggests that knowledge diffusion occurs more quickly within Toyota's production network than in competing automaker networks. In this paper we examine the 'black box' of knowledge sharing within Toyota's network and demonstrate that Toyota's ability to effectively create and manage *network-level knowledge-sharing processes* at least partially explains the relative productivity advantages enjoyed by Toyota and its suppliers. They provide evidence that suppliers do learn more quickly after participating in Toyota's knowledge-sharing network. Toyota's network has solved three fundamental dilemmas with regard to knowledge sharing by devising methods to (1) motivate members to participate and openly share valuable knowledge (while preventing undesirable spillovers to competitors), (2) prevent free riders, and (3) reduce the costs associated with finding and accessing different types of valuable knowledge. Toyota has done this by creating a strong *network identity* with rules for participation and entry into the network. Most importantly, *production knowledge is viewed as the property of the network.* Toyota's

highly interconnected, strong tie network has established a variety of institutionalized routines that facilitate multidirectional knowledge flows among suppliers. Our study suggests that the notion of a dynamic learning capability that creates competitive advantage needs to be extended beyond firm boundaries. Indeed, if the network can create a strong identity and coordinating rules, then it will be superior to a firm as an organizational form at creating and recombining knowledge due to the diversity of knowledge that resides within a network." (JohnWiley&Sons,2000)

Robert H. Buckman, CEO of Buckman Labs, says the purpose of the knowledge management and sharing system at his corporation is to "facilitate communication across all of the organization's boundaries, so that the entire company works together to help everyone to be the best they can be". Buckman Labs has become the first name in knowledge management with its innovative and relatively long-standing (since 1991) approach to harnessing employees' collective knowledge. (Buckman, 1998, p. 11)

The concept is rather simple: The collective knowledge of a company is almost immeasurable and certainly priceless. By tapping into databases, files, manuals, and most importantly, employees' brains to retrieve knowledge out of whatever receptacle in which it hides and putting it into the hands of those who could most benefit from it, companies have found they can save millions of dollars. Knowledge management can streamline inefficiencies and create millions in sales and product development (Hibbard, 1997; Watson, 1998). David Gurteen (1998) offers a comprehensive definition of knowledge management as "an emerging set of

organizational design and operational principles, processes, organizational structures, applications and technologies that helps knowledge workers dramatically leverage their creativity and ability to deliver business value." (Allee, 1997, p. 74)

While organizational knowledge can take several forms, knowledge is generally referred to as either explicit or tacit (Buckman, 1998; Hedlund, 1994; Hibbard, 1997; Nonaka & Konno, 1998). Explicit knowledge is that which is already documented: located in files, manuals, databases, etc. You can manage this type of knowledge in the same way you manage information (Gurteen, 1998). Tacit knowledge, called by some "the greatest knowledge base in any company," is that which is tucked away in employees' heads (Buckman, 1998, p.12). By accessing, sharing, and implementing both explicit and tacit knowledge, organizations can influence behavior and achieve improved performance both individually and organizationally, and "the more effective organizations are at learning, the more likely they will be at being innovative" (Argyris, 1992).

Organizational learning takes place on two levels: adaptive and generative. Adaptive learning is the most basic level in which learning occurs within a given set of constraints; i.e., learners within organizations adapt to standard office processes and procedures This has also been called "learning by doing" (Levitt & March, 1988). Generative learning, on the other hand, is a more pro-active and deeper level of learning in which organizations question long-held assumptions about practices and strategies, creating additional knowledge and new perspectives (Slater & Narver, 1995; Agryris, 1992). Organizations rarely build generative learning strategies into their knowledge management programs. However, there are many benefits to

facilitating this type of learning. Rather than solely relying on standard practice and theory, businesses should encourage employee inquiry and interaction, helping foster the generation of information and the sharing of knowledge throughout the organization. (Slater & Narver, 1995).

Slater and Narver (1995) suggest, "Generative learning is frame-breaking and more likely to lead to competitive advantage than adaptive learning." The organization that encourages generative learning through knowledge sharing and management practices will yield both desired and unexpected benefits (Hedlund, 1994; Gogan, 1998), because even the most detailed and well-developed knowledge managing plan cannot anticipate the knowledge that will be shared when inquiring workers tap into each others' tacit know-how. The following case examples demonstrate both tacit and explicit knowledge sharing.

By providing a way for, and motivation for, employees to tap each others' knowledge, corporations will continue to generate learning and give "the organization the capacity to be more effective every passing day with the gathering of institutional memory the way human beings have the capacity to become more effective and mature every day with the accumulation of thoughts and memories" (Angus, Patel, & Hardy, 1998).

Organization as system

After the researcher reviewed this literature, the researcher found that it helps to think of organizations are systems. System is an organized collection of parts that are highly integrated in order to accomplish an overall goal. The system has various

inputs which are proceededo produce certain outputs There is ongoing feedback among these various parts to ensure that they remain aligned to accomplish the overall goal of the organization.

"Systems have inputs, processes, outputs and outcomes. To explain, **inputs** to the system include resources such as raw materials, money, technologies and people. These inputs go along with **process** where they're aligned, moved along and carefully coordinated, ultimately to achieve the goals set for the system. **Outputs** are tangible results produced by processes in the system, such as products or services for consumers. Another kind of result is **outcomes**, or benefits for consumers, e.g., jobs for workers, enhanced quality of life for customers, etc. Systems can be the entire organization, or its departments, groups, processes, etc.<

Feedback comes from, e.g., employees who carry out processes in the organization, customers/clients using the products and services, eta. Feedback also comes from the larger environment of the organization, e.g., influences from government, society, economics, and technologies.

Each organization has numerous subsystems, as well. Each subsystem has its own boundaries of sorts, and includes various inputs, processes, outputs and outcomes geared to accomplish an overall goal for the subsystem. Common examples of subsystems are departments, programs, projects, teams, processes to produce products or services, eta. Organizations are made up of people -- who are also systems of systems of systems -- and on it goes. Subsystems are organized in an hierarchy needed to accomplish the overall goal of the overall system." (Carter McNamara 1997-2007)

Knowledge

It's very difficult to define "Knowledge", because a wide range of characteristics are attributed to it. Several researches have provided different viewpoints in order to define it. Some definitions of "Knowledge" are highlighted in the following explanation:

- Knowledge is the power to act and to make value-producing decisions (Kanter, 1999, Polanyi, 1990).

- Knowledge is information made actionable in a way that adds values to the enterprise (Vail, 1999)
- It is a mission specific professional expertise (King and Couillard, 1999).
- Knowledge is things that are held to be true in a given context and that drive people to action (Bourdreau and Couillard, 1999).

By highlight difficulties related to defining the knowledge, Alavi and Leidner, (1999) observed that the dimensions of knowledge range from a mere recalling of facts, and hence can be stored, to action and expertise, to a potential and ability. Researchers can carry it a step further and propose that knowledge is the production of new knowledge, a recursive or reflexive process that is indeed infinite. As a basic starting point – research tries to represent knowing how in terms of knowing-that. Such representation is not always achieved by or related to the volume of facts. One would even make an inverse observation: more facts lower the information and knowledge value, a topic that merits a separate inquiry. Know-how is knowledge of how to do things and corresponds to what (Dixon 2000) refers to as common knowledge. Know-what, or cognitive knowledge, goes beyond basic skill competencies and experience to a higher-level mastery of a knowledge domain or problem area.

Knowledge is a multifaceted concept with multiplayer meaning. The history of philosophy since the classical Greek period can be regarded as never ending search for the meaning of knowledge. The traditional epistemology adopts a definition of knowledge as Justified True Belief. In theory of knowledge is seen as a dynamic human process of justifying personal beliefs as part of aspiration for the truth.

Macgkuo (1983) analyzed information as flow of messages of meanings, which might add to, restructure change knowledge.

Dretake offered move useful definitions that "Information is that commodity capable of yielding knowledge, and what information a signal carries is what researcher can learn from it. Knowledge is identified with information-produced belief, but the information a person receives is relative to what he or she already knows about the possibilities at the source" (Dretske, 1981).

Personal Knowledge

Polanyi (1990) provided a comprehensive model of knowledge, defining three levels of knowing:

(1) Skill – acting according to rules,

(2) Know-how – skill plus acting in a social context, and

(3) Expertise – know-how plus the ability to influence the rules and domain of knowledge.

The expertise level is recursive or reflexive – it acts on itself. Indeed, Polanyi defines knowledge as an activity, which would be better, described as a process of knowing. Based on Polanyi, two types of knowledge are generally identified:

(1) Tacit or implicit knowledge – mental experiences of individuals (Bourdreau and Couillrd, 1999).

(2) Explicit knowledge – formal models, rules and procedures.

Knowledge Management

Knowledge management is very critical for the success of every organization. It helps every organization to adopt new ideas, processes and technologies. It provides survivability and competitive ability to every organization more specifically when they operate their business activities in unpredictable business environment.

Knowledge management can be viewed as turning raw material data into information finished goods and from there into knowledge (actionable finished goods) (Kanter, 1999). Davenport and Prusak, (1998) defined lnowledge as a fluid mix of framed experience, values, contextual information, and expert insight that provides a framework for evaluating and incorporating new experience and information. Knowledge originates and is applied in the mind of knower (Alavi and Leidner, 1999). In organization, it often becomes embedded not only in documents but also in organizational routines, processes, practices and norms. This definition is a pragmatic description of the meaning of knowledge in organizations.

Alvai and Leidner (1999) researched a more elaborate definition of knowledge management as a systemic and organizationally specified the process for acquiring, organizing and communicating both tacit and explicit knowledge of employees so that others may make use of it to be more effective and productive. They go on to define a knowledge management system (KMS) as an information system designed tofacilitate codifying, collecting, integrating and disseminating organization knowledge.

Knowledge management is necessary for companies because what worked yesterday may or may not work tomorrow. Considering a simplistic example,

companies that were manufacturing the best quality of buggy whips became obsolete regardless of the efficiency of their processed sine their product definition didn't keep up with the changing needs of the market. The same holds for assumption about the optimal organization structure, the control and coordination systems, the motivation and incentive schemes, and so forth. To remain aligned with the dynamically changing needs of the business environment, organizations need to continuously asses their internal theories of business for ongoing effectiveness. That is the only viable means for ensuring that today's core competencies do not become core rigidities of tomorrow.

Internalization Process

The internalization of newly created knowledge is the conversion of explicit knowledge onto the organization's tacit knowledge. This require the individual to identify the knowledge relevant for oneself in a larger entity. Learning by doing, training and exercises allow the individual to access the knowledge realm of the group and the entire organization.

Organizational Learning - Argyris (1999) defined organizational learning as the process of detecting and correcting of errors. Organziations learn through individual acting as agents for them: The individuals learning activities, in turn, are facilitated or inhibited by an ecological system of factors that may be called an organizational learning system. Huber (1991) considered four constructs as integrally linked to organizational learning: Knowledge acquisition, information distribution, information interpretation, and organization memory. Researcher clarifies that

learning need not to be conscious or intentional. Further, learning does not always increase the learner's effectiveness, or even potential effectiveness. Moreover, learning needs do not result in observable changes in behavior. Taking a behavioral perspective, (Huber 1991) noted:"An entity learns if, through its processing of information, the range of its potential behaviors is changed".

Weick (1991) argued that the defining property of learning is the combination of same stimulus and different responses, however it is rare in organization meaning either organizations don't learn or that organizations learn but in nontraditional ways. Researcher further notes: "Perhaps organizations are not built to learn. Instead, they are patterns of means-end relations deliberately designed to make the same routine response to different stimuli, a pattern which is antithetical to learning in the traditional sense". Or else, researcher argues, organizational learning perhaps involves a different kind of learning than has been described in the past: "the process within the organization by which knowledge about action-outcome relationships and the effect of the environment on these relationships is developed" (Duncan & Weiss 1979). In his view, a more radical approach would take the position that individual learning occurs when people give a different response to the same stimulus, but Organizational Learning occurs when groups of people give the same response to different stimuli.

Learning Process – Increase in sharing and dissemination of information and knowledge leaning process:

(a) Increase in varied interpretations,

(b) Increase in identification of underlying non-obvious problem issues,

(c) Increase in understanding of multiple interpretations,

(d) Mechanism … (e.g., different levels of automation, sophistication),

(e) Increase in confidence

(f) Increase in confidence,

(g) Better formulations of problems/ issues,

(h) Being not heavily dependent on few individuals,

(i) Increase in organizational memory,

(j) Transferring second-hand experience; corporate intelligence,

(k) Transferring best practices,

(l) Openness,

(m)Benchmarking.

On-the-Job Training - On-the-job training (OJT) is one of the best training methods because it is planned, organized, and conducted at the employee's worksite. On-the-job training is generally the primary method used for broadening employee skills and increasing productivity. It is particularly appropriate for developing proficiency skills unique to an employee's job – especially jobs that are relatively easy to learn and require locally owned equipment and facilities. Morale, productivity, and professionalism are normally high in those organizations that employ a sound on-the-job (OJT) program. An analysis of the major job requirements identified in the position description and performance plan and related knowledge, skills, and abilities from the bais for setting up an on-the-job (OJT) plan. To be most effective, and on-the-job plan should include:

(1) The subject to be covered,

(2) Number of hours,

(3) Estimated completion date, and

(4) Method by which the training will be evaluated.

To have a successful on-the-job (OJT) program, supervisors need to assign a coach to each employee involved on-the-job. It is the responsibility of the coach to plan the training carefully and conduct it effectively (Holzer and Harry 1996).

Learning by Observation – Darrin (2000) noticed that observing a task being performed or attempted by someone else often accelerates human learning. If robots can be programmed to use such observations to accelerate learning, their usability and functionality are increased and programming and learning time will be decreased. This research explores the use of task primitives in robot learning from observation. A framework has been developed that uses observed data to initially learning a task and then the agent going on increasing its performance through repeated task performance (learning from practice). Data that is collected while a human performs a task is parsed into small parts of the task called primitives. Modules are created for each primitive type that encodes the movements required during the performance of the primitive, and when and where the primitives are performed. The feasibility of this method is currently being tested with agents that learn to play a virtual and an actual air hockey game. The term robot and agent are used interchangeable to refer to an algorithm that senses its environment and has the ability to control objects in either a hardware or software domain.

Observing the Task – The task to be performed must be observed first. For a human learner this mostly involves vision. In order for the robot to learn from observing a task being performed, it must have some way to sense what is occurring in the environment. This research does not seek to find ways to use the robot's current sensors to observe performance. The agents will be given whatever equipment is necessary to observe the performance or be given information that represents the performance. The equipment may include a camera or some type of motion capture device. Research is also being performed in virtual environments and the state of objects is directly available from the simulation algorithm.

The Externalization Process

Nonaka and Noboru (1998) measured externalization, which requires the expression of tacit knowledge and its translation into comprehensible forms that can be understood by others. In philosophical terms, the individual transcends the inner and outer boundaries of the self. During the externalization stage of the knowledge-creation process, an individual commits to the group and thus becomes one with the group. The sum of the individuals' intentions and ideas fuse and become integrated with the group's mental world.

In practice, externalization is supported by two key factors.

(i) First, the articulation of tacit knowledge-that is, the conversion of tacit into explicit knowledge – involves techniques that help to express one's ideas or images as words, concepts, figurative language (such as metaphors, analogies or narratives) and visuals. Dialogues, listening

and contributing to the benefit of all participants, strongly support externalization.

(ii) The second factor involves translating the tacit knowledge of people into readily understandable forms. The may require deductive/inductive reasoning or creative inference (abduction).

Knowledge Satisfaction

Based on the research of Meridian Energy and Jason (1998), the researchers realized that knowledge satisfaction are performed well at work are important in today's business not merely because of their links with high levels of work effectiveness, but also important because of the competitive advantage which requires a knowledge edge. This cannot be achieved unless employees are willing to engage in behavior that result in generative learning. These include the willingness to share corporate knowledge and willingness to make new ideas and to engage in dialogue about new and innovative ways of working.

Haidi Wang (2004) said "Increase Satisfaction – Satisfaction relates to the quality. When knowledge management is successfully implemented in the support center, both customer satisfaction and job satisfaction of the support professional are positively impacted. Improving the quality of service for the customer and the quality of life for the support professional are challenging benefits to quantify. Both are objectives of support center managers some of which measure either or both via surveys. Let's first examine how knowledge management can positively impact on satisfaction.

(a) Support professionals can respond to broader range of question without the need for expensive on-going training. When a person is frequently unable to assist a person in need, or perform their job adequately, they became frustrate and have a sense of helplessness. Support professionals who can leverage a knowledge base to provide a customer with quality answer, increases their ability to satisfy customers.

(b) More calls are resolved on the first contact by support professionals. Higher first call resolution rates means customer are getting answer faster without the need of costly escalations and timely callbacks. Fewer escalations also mean that support professionals are able to focus on challenging calls without being interrupted with the repeat problems that were not properly being addressed by the staff.
(c) Reduced average call time. As more calls are answered, the total time required to answer a customer question is reduced. Customers expect faster support and appreciate when the support center can get them productive quickly.
(d) New support professionals can quickly become productive in a support center, minimize the initial training requirement and cost. The new staff member gain confidence in the abilities and their decision to join the support center when they are able to add value.
(e) Customers get the same quality answers, regardless of which support professional assisted them. Consistency in service goes beyond the time require to answer the phone.

Customer satisfaction increase when customers are provided the right answer to their question in a timely manner. A support professional's job satisfaction increased when they have the resources and ability to do their job quickly, and when they are given time to work on more challenging tasks."

2.2 Theories related to Problem Solving

Individual think and reason before they act. It is because of this that an understanding of how people make decision can be helpful for explaining and prediction their behavior. Under some decision situations, people follow the rational decision-making model. But for most people, and most non-routine decisions, this is probably more the exception than the rule. So, individual look for a solution that satisfies rather than optimize, injection biases and prejudices into the decision process, and reply on intuition.

Employee involvement has become a convenient catchall term to cover a variety of techniques. For instance, it encompasses such popular ideas as employee participation or participative management, workplace democracy, empowerment, and employee ownership. Employee involvement is defined as a participative process that

uses the entire capacity of employees and is designed to encourage increased commitment to the organization's success. The underlying logic is that by involving worker in those decisions that affect them and by increasing their autonomy and control over their work lives; employees will become more motivated, more committed to the organization, more productive, and more satisfied with their jobs (Gomez-Mejia., Balkin and Cardy., 2001).

Problem Solving System

Organizations are awash in stimuli: identifying salient stimuli, interpreting their meaning and responding appropriately are fundamental problem-solving activities. Problem solving is essentially the same activity as understanding (Popper, 1990). Individuals who are engaged in problem-solving are attempting to better understand some set of phenomena—that is, they are creating new knowledge that enables them to recommend a course of action that will improve organizational performance. Problems and opportunities are tightly linked; a solution to a problem becomes an opportunity for improvement. Regardless of whether or not the solution is successful, simply by attempting to solve the problem, an organization refines its understanding of its environment, increases its absorptive capacity (Cohen and Levinthal, 1990) and improves its ability to react to future stimuli. Problem-solving therefore improves the stock of knowledge held by individuals in an organization, allowing the organization as a whole to adapt better to its environment. The effectiveness of problem-solving efforts is limited, however, by the existing stock of knowledge that is available to the organization. Knowledge is thus both an input to problem-solving processes and their output. A primary goal of knowledge

management is to ensure that the new knowledge generated in one episode of problem solving becomes and input to the next related episode.

All firms engage in some form of knowledge management practices, either deliberately or unconsciously, formally or informally. The contribution that a knowledge management practice makes towards problem-solving should be an important consideration for managers who are seeking to integrate knowledge management efforts across their organizations. While others have advanced frameworks that categorize knowledge management practices based on the characteristics of the knowledge (Onaka and Takeuchi, 1995; Boisot, 1998), researcher believes that managers care more about the ways in which knowledge creates value than about the varieties of knowledge that exist. Researcher agrees with Nahapiet and Ghoshal, (1998) who argued that all organizationally useful knowledge has both tacit and explicit dimensions and that the same generic processes underlie all forms of knowledge conversion. Rather than emphasizing the content of organizational knowledge management practices, researcher focuses on their purpose in contributing to organizational performance and effectiveness.

However, sharing the personal constructions of what is out there may help researcher develop better awareness and understanding of the diversity of the views that are out there and their possible merit in various contexts and circumstances. A similar process has been explained by Geus, (2002) in accounts of strategic planning process.

2.3 Theories related to Decision Making

Typical decision-making processes set people against each others. When groups face tough issues, even people with the best of intention can find themselves locked in divisive and destructive debates. Instead of energizing people to work as a team, most decision-making practices only work to polarize them. This slow down the wheels of progress, betrays organizational values, and undermines results. Such traditional approaches waste time and sap a group's energy and spirit.

The good news is that it does not have to be that way. The process detail is transforming. When learning how to make a great decision together, the team member will connect with each other through their deepest hopes and aspirations. This in turn will help them discover ways to turn their hopes into concrete action and achieve lasting results.

Individuals think and reason before they act. It is because of this that an understanding of how people make decisions can be helpful for explaining and predicting their behavior. Under some decision situation, people follow the rational decision-making model. But for most people, and most non-routine decisions, this is probably more an exception than a rule. So individuals look for a solution that satisfies rather than optimizes, injection biases and prejudices into the decision process and rely on intuition.

Fear Undermines Decision-Making

Why do typical decision processes produce ineffective and lackluster results? The answer, as mentioned in the introduction, is fear. Hardly anyone is immune to the contagion of fear that can develop a tough issue. Even the best and the brightest of us

succumb to it. For example, a research and development group at fortune 500 companies.

"I'm under the gun here," Tim, the manager said, "I need to get great results from my group and I need them now. Our company has searched th palnet to hire the best people. We employee the leading software programmers, psychologists and designers and we have a lofty purpose to make computer dramatically easier for people to use. I have got an open check book to but what we need and access to a world-class advisory board but my group members cannot even agree on which couch to put in our lounge."

Tim had the horses but they were not pulling together, He needed his workers to collaborate to create and integrated set of tools to incorporate into millions of computers, but different members of his team favored different approaches and each had invested significant time and effort to develop projects based on personal software choice. Because they could not decide issues together, they went off on their own to concentrate on their separate projects. Not surprisingly, they were not able to build on each other's work.

Tim worried about what to o. He did not want to take and authoritarian stance and squelch individual creativity. Yet the team was not working together. He needs a way to encourage everyone's input and get a durable decision that would motivate group members to work together. But fear gripped Tim's group. Though there was and abundance of resources, each group member was afraid that there would not be enough time, money and recognition to go around. Nobody could think beyond protecting his or her own agenda and way of doing things.

The fear that plagued Tim's group plagues all kinds of organization and group of people who are trying to decide issues together. Even in an environment of abundance, fear can cause people to see scarcity. And once fear takes hold, all decision making becomes difficult. (Maruska Don, 2004)

Empowerment

Spreitzer(1995) suggested that in order to be empowering, organizations must take more devices. Kouzes and Posner(1987:157) stated that "without information, you can be certain that people will not extend themselves to take responsibilities or vent their creative energies." Lawer(1992) suggested that two specific types of information about an organization's mission, and information about performance.

Kanter (1983) said with regard to organizational mission, until people feel informed about where an organization is headed overall, they won't feel capable of taking initiative. Information about mission is important antecedent of empowerment because (1) it helps to create a sense of meaning and purpose (*Conger&Kanungo, 1988*) and (2) it enhances an individual's ability to make and influence decision that appropriately aligned with the organization's goals and mission (*Lawler, 1992*)., With regard to information about performance, people need to understand how well their work units are performing in order to make and influence decisions to maintain and improve performance in the future.

Innovative behavior reflects the creation of something new or different. According to *Woodman et.al (1993)*, innovative behaviors are change-oriented because they involve the creation of a new product, service, idea, procedure, or process. Most generally, intrinsic task motivation contribute to innovation behaviors

(Redmond et.al 1993). Amabile, (1998) said empowered individual's believer are autonomous and have an impact, they are likely to be creative; they feel less constrained than others by technical or rule-bound aspects of work. Futhermore, because empowered individuals feel self-efficacious, they are likely to be innovative in their work and to expect success *(Amabile, 1998: Redmond et al., 1993).*

Individual level decision
1. Individual solves the problem or make the decision himself, using information available to him at that time. 2. Individual obtain any necessary information from the subordinate, then decide on the solution to the problem. 3. Employee shares the problem with the relevant subordinate, getting ideas and suggestions. Then he makes the decision. This decision may or may not reflect his subordinate's influence. 4. Employee shares the problem with one of his subordinate and together, they analyses the problem and arrive at a mutually satisfactory solution in an atmosphere of free and open exchange of information and ideas. They both contribute to the resolution of the problem; with the relative contribute of each being dependent on knowledge rather than formal authority. 5. Employee delegates the problem tone of his subordinates, providing him or her with any relevant information that he posses, but giving him or her responsibility for solving the problem alone. Any solution the person reaches receives employee's support.

Table 2.1 Vroom-Jago Decision Styles

Source: Matteson (1999); Book" Organizational Behavior and Management. Fifth edition. McGraw Hill Co.,Singapore

Environment

Dean & Sharfman (1996): examined whether strategic decision-making processed are related to decision effectiveness, using a longitudinal field study design. The findings extracted by multiple regression analysis are

1. Decision processed influence strategic decision-making effectiveness. Even when both environmental favorability and quality of implementation were included in the regression model, procedural rationality and political behavior were significantly related to effectiveness.
2. Environment instability and quality of decision implementation play important roles in influencing decision effectiveness.
3. Environmental instability plays an important role in moderating the effects of environmental favorable on decision effectiveness.

When instability is high, demand fluctuates dramatically, and new technologies are introduced at a rapid pace. When an industry is characterizes by low instability, neither demand nor technology changes much over time. We expected environmental instability to moderate the relationship between process rationality and decision effectiveness.

Bourgeois and Eisenhardt's (1998) finding that successful firm in high-velocity environments use rational methods. It also bears out finding that successful firms are more likely than unsuccessful firms to collect additional information when environments are uncertail *(Draft, Sormunen, & Parks, 1998)* and to conduct more analysis when environments are dynamic *(Miller & Friesen, 1983)*.

2.4 Conceptual Framework

The below diagram represents the conceptual framework of the research study, which is integrated in the variable as below.

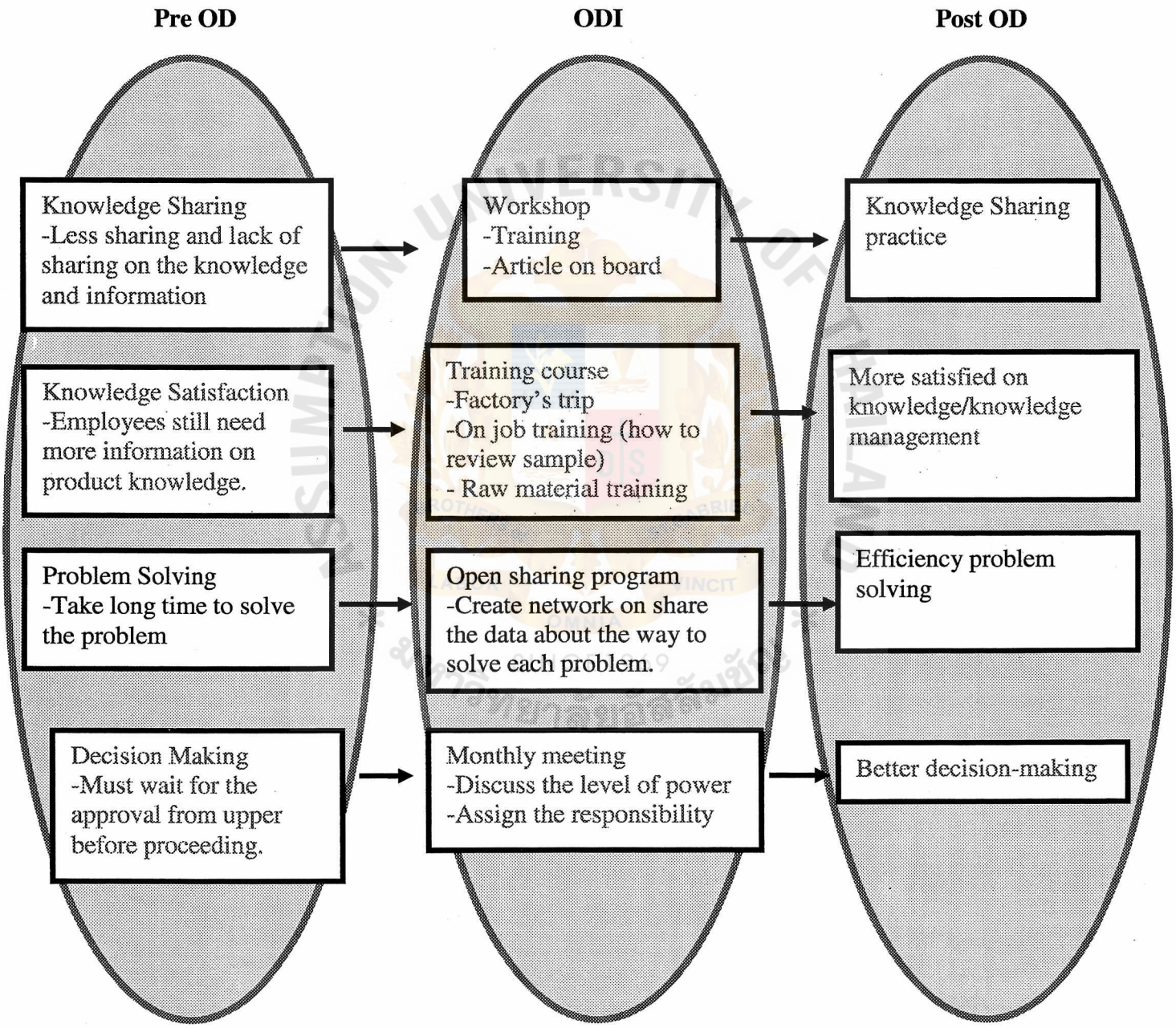


Figure8: Conceptual Framework

The conceptual framework contains three phases; Pre-OD, ODI process and Post-OD.

Knowledge sharing – In pre-OD, the organization is lack of sharing knowledge and information. The employees are not quite sharing or exchange the information as it should be. The OD Intervention process, the researcher input the workshop such as training and put article on board activities. By sent the employees the email for appointment training time and informed that this training and case study will have once a month and it takes around 1 hour per time. The researcher prepares to present the case study from others organization which have a knowledge sharing system and it leads to employees work effective such as Toyota. Then, to discuss the good points of knowledge sharing and compare it with the company and the way to apply this system to the company. For the article on board, HR will place the board in the area that easier to see. HR selected copy machines are because everyone has to use this machine and they will see the article on the board. After that, HR will release the email to inform the employees that you all can put the knowledge or else you need to share with friend on this board. It's not necessary to be a work staff. This way will practice the sharing in the organization. The outcome of this intervention is that employees will have share in their common.

Knowledge Satisfaction – The employees are quite not satisfied with the knowledge that the company provides. They need more updated information and product knowledge from the company. OD Intervention designed the factory's tour trip to the employees by set up the factory's tour. HR will send a request to the factory which has the order from us that the company would like to get deep down the process in order to educate themselves and to share the information with the clients. Raw

material training, the company will provide the new raw materials that employees have less knowledge on introduce them and train the good and bad points if you use this raw materials for the products. The outcome is employees will have more knowledge which the company provides.

Problem Solving – The employees take a long time to solve the problems because they have to find out the way to solve the problem by themselves. Although in the company, this kind of situation has never occured but they never realized that it may happen again. Once it happens again, the employees have to get a new start to find out the way to solve the problem again. In the OD Intervention process, the researcher designed open sharing folder system in the center file which everyone can access and post their comments or the ways to handle the problem in the file. The outcome that will take shorter time to solve the problems if that problem has every happened before.

Decision Making – Most of problem need to get the direction from the management before because the employees fear of the result of the action if they choose a wrong choice. OD Intervention, the researcher designed to set up monthly meetings with TOP management and the employees to talk and discuss the scope of responsibilities and the level of power to make a decision and also TOP management will give some criteria of how to make good decisions to the employees as follows. The outcome is better decision making.

Chapter3

Methodology

This chapter discussed the research methodology, which is divided into five parts. 1) Research Design provides three phases of action research. 2) The respondents 3) Research instruments which are used in this action research 4) Data collection techniques 5) Data Analysis

3.1 Research Design

This study was designed by using a three phases action research model. The researcher decided to use both quantitative and qualitative approaches in order to achieve the objective and answer the research question. The study will be conduct in three areas in the way William Company managed their knowledge management, problem solving, decision making and knowledge satisfaction. First, the researcher will design a set of questionnaires and send out to all 13 respondents. Then, they will obverse the behavior from inside the company and then outside the organization. Lastly, the researcher will interview individually and group interview as a discussion for collecting the data and analyze the data.

3.2 The Respondents

In this study, the target respondents are in merchandiser areas 13 people (three DMM, six Merchandisers and four Associate Merchandisers) of William Company.

Respondents	Division Management Manager (DMM)	Merchandiser	Associate Merchandiser	Total
Persons	3	6	4	13

Table 3.1 the respondent of the research.

3.3 The Instruments

The researcher select to use observation checklist to scope the area that needs to focus as the researcher belongs to this group so the researcher decided to use this instrument because she will see the inside picture of the problem and interview guidelines to set questions that intend to ask the respondents. Lastly, the questionnaire will be used to specify the area of concern by the target respondents.

Observation checklist, the researcher will scope down the area that she would like to observe. By listing a set of behaviors which frequently appear in the organization from the most to the less as a guideline for observing. Then, the researcher will go through all points in the checklist. Observation checklist is a tool to ensure if the situation occurs in the company. The key area for observation was to see in the duration of working hours.

Interview guideline is a very important technique because it helps the research to access through rich data collection. The research will see the interaction during interviewing by using two way communication which is made easier in collecting the data. The researcher will set a guideline which is related to the study area for asking the respondents. When the researcher sets the interview question, she will avoid the leading question. The general questions are set to make the respondents feel free to

answer them. Moreover, the researcher will use the same question to everyone in order to have same standard in the interview.

Questionnaires will be prepared by the researcher and used to obtain data from the respondents. The questionnaire was set in English only. The questions include both open-ended and close-end questions and uses four-point likert scale rating in order to avoid bias of answers.

Pilot Test

Pilot test is one of the instruments that are designed for reliability and validity of the results of the questionnaires. After the researcher designed a set of questionnaire, the researcher will make use of questionnaires with some people in the company six or seven people in order to make sure that the questionnaire is effective to distributing to all respondents.

3.4 Data Collection Techniques

The researcher collects both the primary date and secondary data. Primary data will be gathered by observations, interviews and questionnaires and secondary data collect from books, journals, articles, research papers and the internet.

Observation, the researcher can observe while doing an implementation during training, meeting and discussion. Also, the research can observe in the interview period the facial expressions and how the respondents react or feel.

Interview is an effective way of data collection because it is an interaction and two way communication and the immediate reaction could be obtained.

Making use of questionnaires can measure quantitative terms. The researcher collects the data by a four point scale. The questionnaires will be distributed for two times, in the period of pre OD and post OD phase.

3.5 Data Analysis

Data analysis technique that the researchers will use in doing in this research were both qualitative and quantitative approaches, the questionnaire will analyze the quantitative analysis by Microsoft Excel, Pivot Table program software. The researcher will see the average mean, SD and much information which would benefit in the implementing ODI in the future. For observations and interviews, the researcher will analyze the data by grouping a set of same answer together. Then, represent in terms of a Brain map model.

Chapter4

FINDING AND DATA ANALYSIS

This chapter presents the major findings of the survey results, including finding from (1) The interviews and observations of three Divisional manager management, six Merchandisers and four Associate merchandisers. (2) The questionnaires were distributed 13 people. And this chapter was divided into three parts; the first part shows the findings from the Pre-ODI phase, the second part explains process implementation during ODI and the last part is the findings of the initial impact during ODI phase by observation.

Pre – ODI Phase

4.1 Qualitative Data

For this research, the qualitative data was collected by observation and interviewing 13 employees of the organization by the researcher which followed the observation checklist and questionnaire guidelines. There were many points discovered and raised during the interviews.

4.1.1 The employee team's perception toward Knowledge sharing and Knowledge Satisfaction.

From the observation during seven days of working-hours with 13 employees, the researcher found that in seven days, there were 21 times that employees exchange

their knowledge and comment between each others. Every time, it will has someone raise the issue and ask others for a hand. Then, the one who knew will explain that. If there is no one who raises the issue, there was no sharing or exchange.

From interviewing with 13 employees, most the employees said that regarding to the high turnover of last year, the old employees left the company with their knowledge and then, they were replaced in position, they have to start at zero because there was no record of product knowledge or training course. The collagues were willing to give a hand to their friends but sometimes, they had no idea as well. Once they have to take care new categories of products, the company did not give any suggestion or product knowledge to them. It was very hard for them to educate and communicate to the client about the nature of products which caused slow responce to the client enquiry.

Regarding observations and interviews, the researcher realized that the employees were willing to share the information within the company but they still were not satisfied with the knowledge that the company provided.

4.1.2 The employee team's perception toward Problem solving and Decision Making.

From the observation, when the employees have to solve the problem, they will try to find out the solution by themselves but they will not make a choice to do it. They went to others and asked for the comments and suggestion. Some of them have low product knowledge, so they were afraid to propose the solution and some of them fear the result of action after they make a choice.

From interviews, each of the respondents has a different method of solving the problem. All of them prefer solutions by themselves before going others. Once, they deal with the decision making, more than a half need to stop and thinking because they feel like they have to take the results of action, they feel safe to follow the directions from the top management and prefer to ask the seniors for the comments and hesitate for a while before makeing a decision. Although they have their own criteria for making a decision, they still prefer to ask other before make a choice.

In conclusion the employees have an ability to handle and find the solution to solve the problem but they have no confidence to make a decision.

4.1.3 Analysis the qualitative data by using the Brian Map

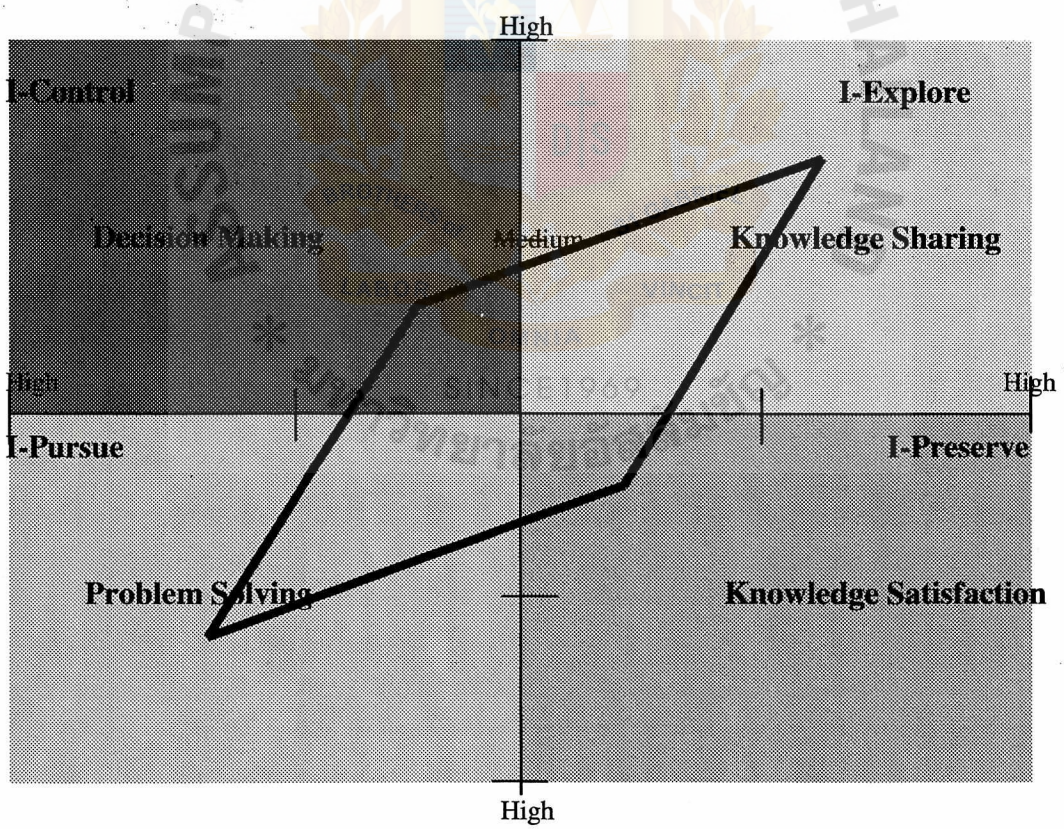


Figure9: Brian map using analysis the qualitative data of William Company

The researcher used the Brain Map instrument to represent the analysis of data after she conducting the qualitative date (observation and interview). As the researcher mentioned above, from the data the employees are willing to share their knowledge and willing to solve the problem. The research was scored the result at Medium to high level in the brain map. The employees do not prefer to take a decision and unsatisfied with their knowledge, the researcher was pointed the scored at Medium to low level in the brain map. You can see that the whole brain is not complete. It means the organization need to input more and more on decision making and knowledge satisfaction in order to shift the company to the new paradigm and fulfill the whole brain.

4.2 Quantitative data

Besides the observations and interview, the quantitative data was collected from the 13 employees to gain their attitudes towards knowledge sharing, knowledge satisfaction, problem solving and decision making. The questionnaire is divided into five parts; demographic profile, knowledge sharing, problem solving, decision making and knowledge satisfaction.

4.2.1 Demographic Profile

From the questionnaire, the demographic profile of the respondents in this research included gender, age, highest education level and Length of service in the company. The analysis showed the frequencies and percentage to determine the respondents' demographic profiles.

4.2.1.1 Gender

There were 3 (or 23.1%) male respondents and 10 (or 76.9%) female respondents within this research question, for a total of 13 respondents. The majority of respondents were distinctively female with 76.9%.

Gender	Frequency	Percent
Male	3	23.1
Female	10	76.9
Total	**13**	**100**

Table 4.2.1.1 Gender

4.2.1.2 Age

The age range of the respondents has only two ranges are 21-30 years old and 31-40 years old, 30.7% of the respondents were between 21-30 years old and 31-40 years old were 69.3%.

Age	Frequency	Percent
21-30	4	30.7
31-40	9	69.3
Total	**13**	**100**

Table 4.2.1.2 Age

4.2.1.3 Highest education level

The education background of the organization, it shown that 76.9% was found mainly the have Bachelor's degree, 23.1% have Master's degree.

Highest education level	Frequency	Percent
Bachelor's degree	10	76.9
Master's degree	3	23.1
Total	**13**	**100**

Table 4.2.1.3 highest education level

4.2.1.4 Length of service

The working experience of respondents in the organization is indicated in the below table. Those respondents who had been working in the organization for 0-less than 1 year were 2 (15.3%), 1-less than 3 years were 9 (69.3%), 3-less than 5 years and more than 5 years were one each (7.7%).

Length of service	Frequency	Percent
0-less than 1 year	**2**	**15.3**
1-less than 3 years	**9**	**69.3**
3-less than 5 years	**1**	**7.7**
More than 5 years	**1**	**7.7**
Total	**13**	**100**

Table 4.2.1.4 Length of service

4.2.2 Knowledge Sharing

As shown in the below Table 4.2.2. Overall, the perception of respondents toward Knowledge sharing was rated to Strong Agree. The respondents seem to be willing to share information, knowledge or data within the organization. They are able to obtain the knowledge from training provided by the organization, able to learn the knowledge

from observations of their work and other work and from face to face meetings. They are also able to share, exchange and transfer the knowledge with other employees, experts and customers.

No.	Statement	Means	SD	Perception Level
1	I am able to obtain the knowledge from training provided organization	3.46	.52	Strong agree
2	I am able to learn the knowledge from observation of my work and other work	3.69	.48	Strong agree
3	I am able to learn the knowledge from face to face meeting	3.92	.28	Strong agree
4	I am able to share knowledge among customer, college and experts	3.77	.44	Strong agree
5	I am able to exchange knowledge with others employee	3.38	.51	Strong agree
6	I am able to transfer of knowledge through employee rotation	3.38	.51	Strong agree
7	I am able to transfer of knowledge through cooperative projects	3.92	.28	Strong agree
8	I am able to learn and share the knowledge from problem solving	4.00	.00	Strong agree
9	I am able to get the knowledge from discussion group	3.62	.51	Strong agree

Table 4.2.2 Knowledge Sharing

4.2.3 Problem Solving

No.	Statement	Means	SD	Perception Level
10	Most people believe that I know the detail of my job and do it very accurately	4.00	.00	Strong agree
11	When I face a problem, I try to analyze all the facts and put them in systematic order	3.69	,48	Strong agree
12	I normally solve a problem without wasting a lot of time of detail	3.46	.52	Strong agree
13	I don't let problem upset me, no matter how difficult they are	3.23	.44	Strong agree

Table 4.2.3 Problem Solving

According to the table 4.2.3 Problem solving, the majority of respondents believed that they are a problem solver. They believed that they can solve the problem without wasting time if they have enough details on their hand, they will put the order systematically and the problem cannot make they feel upset.

4.2.4 Decision Making

Decision Making – Hesitancy, Instinctiveness

No.	Statement	Means	SD	Perception Level
1	I rely "gut feeling" when making decisions.	2.62	.51	Agree
2	I like to consult with others.	3.00	.00	Agree
3	I remain calm when I have to make decision very quickly.	2.62	.51	Agree
4	I feel the things are in control.	3.00	.00	Agree
5	I change my mind about things.	3.00	.58	Agree
6	I take the safe option if there is one.	3.54	.52	Agree
7	When I am making decisions, I find myself favoring first one option then another.	3.69	.48	Strong Agree

Table 4.2.4.1 Decision Making-Hesitate and Instinctiveness

From the above table, the employees agreed that they got a gut feeling when they have to make a choice and always change the mind about the things. They prefer to consult with others before making a decision because they would like to take the safe option if there is one available. Although they got Agree level on question number, but the mean dropped quite close to "disagree". They may not be sure that they can remain calm when they have to make a decision.

Decision Making – Optimism, Social resistance, Control and Principle

No.	Statement	Means	SD	Perception Level
8	I carry on looking for something better even if I have found a course of action that is just about OK.	3.38	.51	Strong Agree
9	I find that it difficult to think clearly when I have to decide something in a hurry.	3.69	.48	Strong Agree
10	I make up my mind about things regardless of what other think.	2.38	.51	Disagree
11	I avoid taking advice over decisions.	3.77	.60	Strong Agree
12	I work out all the pros and cons before making a decision.	3.54	.52	Strong Agree
13	In my decision making, the practicalities more important than principles.	4.0	.00	Strong Agree

Table 4.2.4.2 Decision Making - Optimism, Social resistance, Control and Principle

As shown in Table 4.2.4.2, the respondents are strong agree that they carry on looking for something better even if they have found a course of action that is just ok, they also found that it was difficult to think clearly when they have to decide something in hurry. If it possible, they like to avoid taking advice over decision. They always list out the pros and cons before making a decision. Moreover, they believed that the practicalities are more important than principle.

4.2.4 Knowledge Satisfaction

No.	Statement	Means	SD	Perception Level
1	I am satisfied with my present process of knowledge management	1.77	.60	Disagree
2	I am satisfied that present process of knowledge helps to improve productivity	2.00	.58	Disagree
3	I am satisfied that present process of knowledge management helps to provide customer service	2.23	.44	Disagree
4	I am satisfied that present process of knowledge management helps to understand strategy/mission of company	1.77	.44	Disagree

Table 4.2.4 Knowledge Satisfaction

In the last part of the distribution of the questionnaire, the researcher found that the respondents feel they have low knowledge satisfaction because the perception level of this part is Disagree. They are not satisfied with the process of knowledge management and it was not helping to improve productivity. They cannot provide the best service due to the present process of knowledge management. Lastly they are not satisfied with the present process of knowledge management which helps them understand the mission of the organization.

ODI Process

Organization Development (OD) is used to improve performance in the organization of many type and size. It includes a set of tools which any manager who is concerned about achievement and maintains high levels of productivity (Schermerhorn et al, 2005).

During 25th August – 5th September, the researcher tried to set meeting with HR department of William Company in order to explain the pros and cons of ODI process which include explain the action plan of ODI to HR. Then, HR manager discussed with the GM and ask for their approval for the intervention. It needed approximate two weeks before the GM send this request to head office in Hong Kong and waited for the approval as well. Finally, the company allowed the researcher to conduct the research and apply intervention in the organization without any condition.

During 5th – 12th September, the proposed activities were presented to GM, HR department and admistration department for approval. They were happy with the intervention plan and training schedule. However, they requested to adjust or scope down the limitation of some activities.

During 12th – 19th September, the questionnaires were distributed to all 13 respondents along with observations and interviews at the same time.

During 19th – 26th September, analysis of the data from questionnaire, observations and interviews in order to work on the ODI in action plan.

During 26th September – 10th October, sent the intervention plan process to HR and set the schedule of this intervention with the HR department.

Oct 20th September, start the intervention process.

1. **Workshop for building knowledge management and knowledge satisfaction.**

This main purpose of this activity is to build the knowledge management of employees. The activity was designed to provide the ways to manage with the existing knowledge.

ODI Activity	Purpose	Involver	Duration	Expected Result
Case study	- Let the employees see the role model of knowledge management. - Make them understand how the knowledge management and knowledge satisfied is important in the company.	All staff	Once a month	- More understanding and see how important of knowledge management are. - See the role model from the case study and confidence to use because it was used in the company in the case study.

Training	- After they get some theory or ideas from case study, the training will facilitate their ability to apply their ideas into working life.	All staff	Once a month	- Applying their ideas to working life.
Article on board	- Let the employees practice the sharing. - The employees will always get the new ideas.	All staff	All the time	- Employees share their ideas with other as a common. - Get new ideas from others which may be useful with their work.
Factory' s trip	- Input a new knowledge to the employees. - Make them get well knowledge on the process of product.	All staff	Once a month	- Updated the product Information - Having a knowledge knowledge which can respond or educate the customer.

Table 4.3 OD Intervention Activity for building knowledge management.

2. Open the sharing network for building the problem solving skill

Opening the sharing network is an activity which supports and builds the problem solving skills of the employees. Only the knowledge management in the organization cannot shift the organization to meet their goal. Once the employees were satisfied and felt knowledge management, they will solve the problems easily and faster than before.

ODI Activity	Purpose	Involver	Duration	Expected Result
Create Share date in the center file	- To make everyone record and share how each of them deal with the problem by post into the center file which everyone can access to read it. - Create sharing culture in the company.	All staff	All the time	- Applying the way to solve the problem with their problem. - Sharing as a common in the company.
Set up chit-chat room	- Making communication between the employees. - Setting two-ways sharing	All staff	All the time	- Create two-ways share and develop the relationship between the employees.

Table 4.4 OD Intervention Activity for building Problem solving

3. Monthly meeting for increase decision making skill

This activity will help the employees realize the scope and authority they have when they must make a decision. In order to avoid waste of time, because of waiting for approval from the top management. Moreover, this activity will help the employees to set up the criteria for decision making and let them feel more confident when facing the problem.

ODI Activity	Purpose	Involver	Duration	Expected Result
Monthly meeting	- Discuss the level of authority to make a decision / Assign the responsibility to make a choice.	All staff	Once a month	- Employees know the scope of authority that you can make a decision - Employees setting

	- In each meeting top management will share the criteria for make a decision in each issue.			up the criteria follow as per top management advised. - Have more confidence and faster when make a decision.

Table 4.5 OD Intervention Activity for increase the decision making skill

Chapter 5

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

This chapter represents a summary of findings the details of which were presented in the previous chapter. As mentioned in the introduction of this study, there are four reasons for doing this. First, to describe the current and analyze situation in the organization before ODIand initial impact during the ODI; second to identify and implement appropriate OD interventions which may improve knowledge sharing, problem solving and knowledge satisfaction; third to determine the initial impact of ODI on knowledge sharing, problem solving, decision making and knowledge satisfaction. The last is to determine the results before ODI and initial impact during OD intervention. Conclusions and recommendation are also presented in this chapter to conclude all the gained information and to provide ideas to William Company for further study.

5.1 Summary of Findings

The following are the findings that respond to the research questions in the first chapter. The findings came from the observations and interviews with the all involved employees and questionnaires designed for all involved employees.

The research objective contains four main objectives; First, to describe the current it and analyze situation in the organization before ODI and initial impact during the ODI; second to identify and implement appropriate OD interventions

which may improve knowledge sharing, problem solving and knowledge satisfaction; third to determine the initial impact of ODI on knowledge sharing, problem solving, decision making and knowledge satisfaction. The last is to determine the results before ODI and initial impact during OD intervention.

The study design was developed into three phases: Pre-OD Intervention, OD Intervention Implementation and Initial impact during Intervention. In Pre-OD phase, the data were collected from many sources: observation, interview, and questionnaire, secondary date such as organization structure and company profile.

Also the analysis of the collected data and design of OD Intervention activities must be approved by top management. In ODI phase, it includes ODI activities in action. Data collections have done with the intervention to get the feedback of the employees in order to improve the next intervention. In Initial impact during ODI phase, as the intervention needs around four months to complete the intervention process the researcher has to present the results within two months. It means that the researcher can present the initial impact of OD Intervention not Post-OD Intervention.

Finally, the main objective of OD Intervention is to know how to manage and share their knowledge, have the problem solving skills, to increase decision making skill and to increase the knowledge satisfaction of employees in the company.

5.1.1 Finding from the Pre and Initial Impact of ODI: Knowledge Sharing

Pre-OD

Findings from the observations with the respondents for seven days in Pre-OD stage, the respondents have share and exchange their knowledge or comment about 21

times within seven days. There were some issues when they shared and discussed. If there was no issue, there was no sharing and discussion.

Finding from individual interviews with the 13 respondents show that they accepted that they often do not share or exchange the knowledge with others because they are not sure about their current knowledge whether it is enough update or not. Once they get the really update from the reliable source, they were willing to share with others but it still less sharing from their opinion. Moreover, they refer that they waste a lot their time to find out the answers and updates their knowledge in order to respond to the client's enquiry, sometime they forgot and have no time to share.

Finding from the questionnaires show that the respondents have an answer in the same direction that they strong agree that they are willing to share their knowledge and comment with their colleagues if they have a chance.

ODI and Initial Impact During the Intervention

Finding from observation during the intervention and initial impact during the intervention with the respondents, they believed that the ODI activities (training, case study and article on board) were useful for them. The activities point out the advantage of knowledge management and knowledge sharing within the organization because they did not aware on the knowledge sharing before and the knowledge sharing helps to save time, they do not dig deep down from the outside because there is information or knowledge available in the company. After the activity, they still keep talking about the knowledge sharing in the group and looks willing the take their knowledge to share with others.

5.1.2 Finding from the Pre and Initial Impact of ODI: Problem Solving

Pre-OD

Finding from observation with all respondents, they will not ask the others for the solution at first. They try to find out solution. Then, they will ask for others perception toward their solution.

Findings from interviews with the respondents show that they accepted that they willing collect the data, related information and analyze the data for the choice possibility by themselves. Until they get their best solution, they will ask others to comment toward their problem solving skills.

Finding from questionnaires, the average respondents strongly agree that they have a problem solving skill to find out the solution by themselves.

ODI and Initial Impact During the Intervention

Finding from observation during the intervention and initial impact during the intervention with the respondents, they quite did not feel excite with the intervention activity (create share folder for input the problem solving in each issue and setting up chit chat room in the office) because IT department just created Shared Folders in the center file which everyone can access and send the email to inform that right now there is a Shared folder in the center file which lets all staff paste the findings / the way to solve the problems in order to brainstorm the problem solving of the company. The employees did not have a clear feedback in this intervention. They do not discuss about this Shared folder but they only realize that not there was a Shared folder existence. For setting up the Chit Chat room, they feel that there is a kitchen room which they already have is same as the Chit Chat room that we just set up. The

researcher is quite not sure that this intervention will effect to their problem solving skill or not.

5.1.3 Finding from the Pre and Initial Impact of ODI: Decision Making

Pre-OD

Findings from observations with the respondents, the researcher found that most employees do not commit to things by themselves. They will ask others for their comments and combine with their comment. Then, they will send the story to the management for their approval or ask for the direction which the management do not stand by at the office all the time. So, sometimes they have to wait for management return to the office to give them the direct.

Finding from interviews with the respondents show that they advised that they do not want to make a decision if it is not necessary because they have to take the result of their action. They just fear to take responsibility. If it is a big issue, they surely ask for comments from the management if the management agree or not. They just need some back up/support for their idea before make a choice; they feel more safety and confidence that the management agree with this.

Findings from the questionnaire with the respondents show that the result of questionnaire are rated at Agree, they carry on looking for something better even if they have found a course of action that is just ok, they also found that if difficult to think clearly when they have to decide something in a hurry. If possible, they like to avoid taking advice over decision. They always list out on the pros and cons before making a decision.

ODI and Initial Impact During the Intervention

Findings from observation during the intervention (monthly meeting) which it were implemented only one time due to the short time available as earlier mentioned, the researcher found that the employees was assigned the responsibility and realized their level of power to make a decision but they still fear to make a choice.

5.1.4 Finding from the Pre and Initial Impact of ODI: Knowledge Satisfaction

Pre-OD

From observation findings with respondents, they always complained that they waste their time to find out and update their knowledge which caused slow responce to clients. Once there is a new product or new requirement, they must start to count at one for making sure that their knowledge is update and correct. As per the organization policy, there is requirement for update the knowledge and information to the employee every month but it has not.

Findings from interviews with respondents show that they accepted the company did not provide the enough updates or needed product knowledge and information to them. They need more knowledge in order to support their work and service.

Findings from questionnaires with respondents show most of them agree that they are not satisfied with the knowledge that organization provides to them because the score rating at Dissatisfied in the Knowledge Satisfaction section part of questionnaire.

ODI and Initial Impact During the Intervention

In during intervention, the researcher found that the employees look happy and smile during the activities provided such as factory's tour trip. They went out to the old factory in order to update the new process of production and went out to new

factory with new kind of product categories to gain more knowledge. It is very helpful when the client sends a new enquiry which reflects the new products. They comment to HR that the company should maintain this kind of activity and training as a benefit to employees and the organization.

5.2 Conclusion

From the above summary with a support from the quantitative and qualitative finding, the researcher could concluded that they were different between Pre-ODI and Initial Impact during ODI.

Pre-ODI

- The employees were willing to share their knowledge with others, but they were not sure whether their knowledge is enough update and correct. So, they will select the topic that they were quite sure that they were correct and have an evidence to support.
- The employees try to find out the solution by themselves first and need others to comment on their way for making sure that they are on the right track to handle the problem before step forward.
- The employees did not want the make a decision because they fear the result of their action if they choose a wrong choice. So, they passed the problem to the management for the direction before proceeding the further.
- The employees are not satisfied with their knowledge that company provide to them.

Initial Impact during OD Intervention

- They were happier with sharing knowledge within the company.
- They still have same level of problem solving skills.

- They need to get more criteria and training on decision making skill.
- They were more happier with knowledge satisfaction and need this remains in the company.

The researcher designed many interventions which suited the culture in the office such as case study, articles on the board, factory's trip. On job training etc.

The initial outcome of the intervention for knowledge sharing is the employees enjoy sharing the knowledge and information between each other's. For knowledge satisfaction, they look happier and enjoy with factory's trip, which gains more information and knowledge from the organization. On problem solving, the employees feel that they get more chance and see the way others solve the problem and can adapt to use with their problems. Lastly, decision making, there is no obvious initial outcome because the timing is too short and cannot identify the outcome on this variable.

5.3 Recommendation

The researcher plans to continue to repeat the interventions on knowledge sharing, problem solving, decision making and knowledge satisfaction with the company. Therefore, the researcher would recommend the following;

Short-term solutions

The results of improvements were not shown clearly during the intervention and the research has only one and a half months on intervention process. The researcher would recommend the company be aware on the results of intervention and suggest implementing this intervention and contribute these activities in the organization. Moreover, the top management always act or follow the leaders in the ways of thinking and acting.

Long-term solutions

From the researcher's observation in the Figure 4.1 (Brain map using analysis the qualitative data of William Company), the company have quite high knowledge sharing (I-Explore) and problem solving(I-Pursue) but low in decision making (I-Control) and knowledge satisfaction (I-Preserve). In the long term, the researcher recommends the company to invest more on decision making skills and keep add on the knowledge satisfaction to the employees by adding more on developing the activities to suit with the situation or any intervention in order to fulfilled the whole brain. If the company can take this, they may become an effective organization.

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APPENDICES

Appendix A: Observation Checklist

1. There is talking about the product knowledge during working-hour.
2. One of staff raises the issue and others come to share the idea.
3. The co-worker willing to answer the question and suggest the solution.
4. Once someone got the new tip, knowledge or any shortcut, they share the information by place on the wall drop and public share folder.
5. Employees ask the other for the suggestion.
6. Employees ask the other to help them make a choice.
7. Employees ask the other to help on solving the problem.
8. Are they look hesitate when they have to share with others?

Appendix B: Interview Guideline

General

1. Your view on company strength and weakness of employee issue.
2. Employee issues in your department.
3. Overall employee motivation in the company and your department.

Knowledge sharing

4. The attitude and attitude toward to knowledge sharing.
5. Knowledge sharing in your department and in company.

Knowledge satisfaction

6. Satisfied with the knowledge obtained from training or else provided by the company.
7. How often you get the knowledge or information provided by the company?

Problem solving

8. The process or method using for solving the problem.
9. The skill use in problem solving.
10. Do you get struck with the same circle of problem?

Decision making

11. Do you enjoy making decision?
12. The criteria when you make a decision.
13. Do you like to consult with other when need to make a choice?

14. Do you take the safe option if there is one?

Appendix C: Questionnaire

Part 1: Demographic profile. Please tick/ or cross the most appropriate answer.

1. Gender ☐ male ☐ female

2. Age ☐ 20-30 ☐ 31-40
   ☐ 41-50 ☐ 51-60

3. Highest education level ☐ High school graduate or less
   ☐ Graduate degree
   ☐ Master degree
   ☐ Others

4. Length of service in the present company
   ☐ 0-less than 1 year ☐ 1-less than 3 years
   ☐ 3-less than 5 years ☐ More than 5 years

Part 2: Perception on knowledge sharing and problem solving.

Questionnaire	Strong Disagree	Disagree	Agree	Strong Agree
1. I am able to obtain the knowledge from training provided by organization				
2. I am able to learn the knowledge from observation of my work and other work				
3. I am able to learn the knowledge from face to face meeting				
4. I am able to share knowledge among customer, college and experts				
5. I am able to exchange knowledge with others employee				
6. I am able to transfer of knowledge through employee rotation				
7. I am able to transfer of knowledge through cooperative projects				
8. I am able to learn and share the knowledge from problem solving				
9. I am able to get the knowledge				

from discussion group				
10. Most people believe that I know the detail of my job and do it very accurately				
11. When I face a problem, I try to analyze all the facts and put them in systematic order				
12. I normally solve a problem without wasting a lot of time of detail				
13. I don't let problem upset me, no matter how difficult they are				

Part 3: Decision Making Question

Please show how often each of the following applies to you by tick the number that you think applies. 1=very infrequently or never, 2=infrequently, 3= frequently, 4=very frequently or always.

Questionnaire	1	2	3	4
1. I rely "gut feeling" when making decisions.				
2. I like to consult with others.				
3. I remain calm when I have to make decision very quickly.				
4. I feel the things are in control.				
5. I change your mind about things.				
6. I take the safe option if there is one.				
7. When I am making decisions, I find myself favoring first one option then another.				
8. I carry on looking for something better even if I have found a course of action that is just about OK.				
9. I find that it difficult to think clearly when I have to decide something in a hurry.				
10. I make up my mind about things regardless of what other think.				
11. I avoid taking advice over decisions.				

12. I work out all the pros and cons before making a decision.				
13. In my decision making, the practicalities more important than principles.				

Part 4: Knowledge Satisfaction

Questionnaire	Strong Satisfy	Satisfy	Dissatisfy	Strong dissatisfy
1. I am satisfied with my present process of knowledge management				
2. I am satisfied that present process of knowledge helps to improve productivity				
3. I am satisfied that present process of knowledge management helps to provide customer service				
4. I am satisfied that present process of knowledge management helps to understand strategy/mission of company				