KNOWLEDGE SHARING IN TEAMWORK DISCUSSION:
NETWORK MARKETING BUSINESS IN THAILAND

WANISHCHAWAN LURPATHTHAROJN

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WANISHCHAWAN   LURPATHTHAROJN   5549022

M.M. (ENTERPRENEURSHIP MANAGENENT)

THEMETIC PAPER ADVISORY COMMITEE: ASST. PROF. VICHITA RACTHAM, Ph.D., ASSOC. PROF. SOOKSAN KANTABUTRA, Ph.D., ASST. PROF. WINAI WONGSURAWAT, Ph.D.

ABSTRACT

In every type of business, knowledge is the most important thing that each and every company pays attention on as it's the work process or can be said as the secret of those companies. In this research, it will be focus on the process of knowledge sharing and teamwork discussion. The two main questions for in this research are about the most important factors in knowledge sharing and the affect of environment toward knowledge sharing quality.

Refers to the research method, the researcher will use qualitative research by creating in-depth interview combine with the probing technique to help researcher find the deeper information or the reason behind the answer. The data will be collect from ten respondents who belonged in the top ranked of Amway distributors in forever and a day group which is the most popular group of young generation Amway distributor in Amway Thailand. The reason that the researcher chooses Amway business is because it's the successful network business and this kind of business involves lots of communication and people interaction. In the work process of network business, it require lots of teamwork and knowledge sharing as they have to create lots of training and meeting so this can be the highly effective source of data.

After getting the data, it will be analyzed based on the two research question and also along with the representative theory which consist of eight approaches of teamwork concept to see the relationship of the data and the theory. In conclusion, the result shows that relationship and environment plays an important role in knowledge sharing process and teamwork discussion. It can be understand that most of the knowledge sharing and teamwork theory have the same direction which emphasize mostly on the relationship of people and the quality of each sharing can be vary according to the application of the theory and also the personality of team members.

KEY WORDS: knowledge sharing/ teamwork/ team discussion/ knowledge transfer/

network marketing business

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CHAPTER I
INTRODUCTION

Nowadays, we are in the era that information is overflowing. Information is obtained with less complication through the use of internet. In fact, with the use of hi-tech gadgets: smart-phones; computers; mini iPad; etc. it makes it even easier and faster compared to old times. Mind you, this information is reliable indeed.

The information system is a broad topic; hence, we narrowed it into three terms: data, information and knowledge. By studying about the information system, there are terms that we have to consider for us to really understand the flow and its importance. These said terms mentioned earlier are linked to one another but each of these terms is also different from each other. Based on the understanding of Information Technology, data is the record of raw facts or number figures which was not yet being processed. Moreover, the processed raw data will then be called information. Hence, the data has been processed and the information has been attained we can then use and store it. Meanwhile, knowledge is the information, understanding or skill that we get from the data and information which we can use wisely in various ways. Knowledge is essential to every individual and since knowledge is achieved with the same or similar information it also differ to individual's rationalization and application of the said information. In short, it always brings down to us, individual, how we use the gained knowledge in our lives or even at work. Managing ones knowledge is never easy, therefore, there are four processes under knowledge management and these are knowledge creation, knowledge storage, knowledge transfer or knowledge sharing and the last one is knowledge application. The management of knowledge in an organization can greatly affect the work flow inside the company and by having good system it will help create greater opportunity for the company in order to be successful.

Work processes are divided into the different aspects of the area in the company depending on the field of expertise. Individual skills and strengths are

accordingly organized for more accurate and effective results. To achieve such result, team work building is necessary. In order to create successful teamwork, there are several factors to consider such as demographic background or personality of team members, organizational culture, size of team, time duration, etc. Team work is really important for it is said that no man is an island and since more brain is better than one it actually accumulate efficient and better ideas. For instance, Amway Company which is originated in America is the best example. Amway is well known globally with their outstanding product quality and for the benefits the members get. Further, Amway is finest with their team building, for, members and employees are working hand in hand to keep this networking company going. Amway is already at its 50's and still going stronger. Therefore, Amway become the leading company in networking business for having an extremely strong foundation dominating the networking business without exemptions. Even in Asian, Amway's Forever and a Day group distributor is one of the popular groups in Thailand due to the concept of young owners prospective which make Amway interesting with teenagers' point of view. By looking at those successful businesses which requires lot of knowledge sharing and networking, it only proves that team work is really effective and thus, this successful businesses can't be ignored for it's the must see, essential proof to every existing businesses. Furthermore, because this successful business pays full attention on people and emphasizes a lot on team building, hence, this type of business have to work as a team with a less strict position or chain of command, so, everyone have fair judgment and have the right as a team member. And having this working environment improves individuals' performance which leads to a healthy and productive outcome that benefits all. You see, less stress comes with greater ideas.

Network marketing companies nowadays, become well known globally having the teamwork concept in mind. Thus, this research is about the knowledge management and the factors to obtain it. In addition to that, this research will show us that the knowledge management theory based on the data gathered implies that the relationship between data; information; knowledge and even the factors affecting ones teamwork, in accordance to the methods used is in fact, a useful tool to become successful in the networking business.

CHAPTER II
LITERATURE REVIEW

As we all know that knowledge management is very important for all of us especially for business people and business companies, hence, they may have wrong perception and think that the information is hard to manage and organize. But, in reality there is an easier way and that is to follow a framework to easily understand the organization to use and apply to their company. This is the framework that will broaden ones knowledge and the proper application for greater advancement in the networking industry. Based on the framework, the organizational knowledge can be derived from four processes which are creation or construction, storage or retrieval, transfer or sharing and the last one is the application of the knowledge (Alavi,2001).

The creation or the construction of knowledge is about inventing the new knowledge in an organization which may be the new thought or it can be the improvement of the existing information. The creation can be derived by both individual experiences and team discussion. By understanding more about knowledge, there are two types of knowledge which are explicit knowledge and tacit knowledge (Nonaka,1998). Explicit knowledge are the knowledge that can be express easily as a word, numbers or data and it can be understand with the structural explanation (Nonaka,1998). On the other hands, tacit knowledge is the knowledge that's very personal and hard to share or express to others because most of the tacit knowledge comes from personal experiences, beliefs and values (Nonaka,1998). As it's based on personal know-how, it might be very hard to make it as the structural concept (Nonaka,1998). However, to create the knowledge in the organization both tacit and explicit knowledge can be involved and the knowledge will grow and being adjusts along as it moves through each level or department in the organization. Moreover, the creation of the knowledge can be explained in four modes which are socialization, externalization, internalization and combination (Alavi,2001). The socialization occurred when we have conversation or interact with others by exchanging the tacit

knowledge and then we get the new tacit (Alavi,2001). For externalization, it will be derived when we get the new explicit knowledge by developing from the tacit knowledge or it can be said as to gain the lessons from the experiences (Alavi,2001). In contrast, the internalization is the knowledge creation mode when we use the explicit knowledge that's structure and be able to learn and practice and use it to get the new tacit knowledge as it may be realized through the experiences of the knowledge developer (Alavi,2001). The last one is the combination mode which will use different existing explicit knowledge and rearrange or classify those knowledge to get the new explicit knowledge that's the new structure (Alavi,2001). Whether there are four different modes for the knowledge creation but all those modes are linked to each other interdependently.

The second process is about knowledge storage or it can be called as the knowledge retrieval (Alavi,2001). Since we already know that there are a lot of knowledge in each organization due to the various departments in the company and each department or level of organization are working on the different topics of knowledge. Thus, the production stage, they may use the information about the production process or about the machine instruction, the accounting department may concern about the types of payment, the Customer Relationship Management may look after the order and customers' satisfaction, etc. As there are many different knowledge to concern it's very important for the organization to store or keep the knowledge with high systematic process. The knowledge storage can be done with various methods based on each organization, for example, the knowledge can be stored in the database of the organization, use the paper document and store it as a folder, hire the expert and rent the storage database, etc. Similar to the process of knowledge creation, memory of individual and organizational level also have something in different. At the individual level, most people store or develop their knowledge based on their personal experiences, values, understanding, etc (Alavi,2001). However, for the organizational level it can be known as the collective memories which are more complicated than the individual level. And the reason is because it's the memory that combine with the decision or an activities of the organization that pass through different period of time including the knowledge about organizational culture, structure, process, etc (Alavi,2001). In addition, organizational

memory can be divided into two types which are semantic and episodic (Alavi,2001). Semantic knowledge refers to general or explicit knowledge that can be transfer throughout an organization regularly as the structure while episodic knowledge is the knowledge that's specific toward each situation in an organization. By having an effective ways to store knowledge in the organization, it will create lots of benefit such as it will make people in the organization know where and how to retrieve the knowledge that they want and it also provide the situation or decision that had already been made in the past and it will avoid further mistakes, done by the people in the organization which will help the organization to use the resources wisely and properly.

The third process is about knowledge transfer and knowledge sharing. This process is about how the knowledge has been transferred or exchanged among individual, teams, organizational department and also from an organization to another organization (Paulin,2012). In this process there must be two sides of participants who's involved in this process, which are the knowledge givers or the one who communicate the knowledge and another side who receive or get the knowledge (Paulin,2012). Moreover, the important thing about this process is that the knowledge should be transferred to the one who need it or to the unit that the knowledge will benefit them and those knowledge will be transferred through the organization by the communication in an organization and also the information flows among people in the organization (Alavi,2001). However, the quality of knowledge transfer can vary according to the five elements which are the sources of knowledge or the value of the knowledge source, the willingness of the person who share the knowledge, the effectiveness of the communication channel, the willingness of the knowledge receiver whether they are agreeing or against the knowledge and the last element is about the ability of the receivers to accept those knowledge and also linked to the ability of the receiver to use those knowledge that they got (Alavi,2001). By looking at this processes, it can be clearly seen that it consists of many factors and those factors can be adapt or develop to suite with the knowledge giver and the receiver to increase the quality of the process. For example, the Information Technology can be involved to create more effective transferring channel, the period of time to transfer the knowledge is depending to the ability of the receiver to receive the knowledge, the group or personal transferring can be adapt based on the content of those knowledge, etc. As

there are lots of factors to concern in this process, it gives no doubt why the researcher would like to find more information about this process. More importantly, this process is one of the important process that could create success or failure for the team or organization in the long run and it should be manage carefully in order to gain the high quality outcome.

The last process that we can do about the knowledge is the knowledge application which is also the very essential and important for every organization. The reason is because whether people in an organization already have high quality knowledge but if they don't know how to apply or use that knowledge in an effective way; that knowledge will mean nothing to the organization. There are three common strategy for the application of knowledge to focus on to create the competitiveness for the organization which are directives, organizational routines and self-contained task teams (Alavi,2001). The directives are the tacit knowledge of the specialists which emphasize on rules, instructions, standards that have been developed or changed to become the explicit knowledge in order to use for communicate with wider group of people and increase more understanding (Alavi,2001). For organizational routines, the knowledge will be about the normal routine task performance or the specific process which will be develop and apply individually by the task performer (Alavi,2001). The last one is self-contained task teams which will combine an individual who have the specialized knowledge together as a team to have the discussion in order to solve organizational problems (Alavi,2001). In the application process, company can use various techniques or tools in order to help people in the organization to have more ability to apply the knowledge and make the knowledge that they have to become more realistic. For example, company can use computer or database to create a system and allow employees to participate in those program which the system can also include the organization culture or norms of the organization to make all the employee apply their knowledge into the same direction. More over IT system will be able to keep the record of the knowledge or the application of the knowledge and it will make things easier for the company to adjust or evaluate strategy for the future development. Also, the system can make the application become faster than manual process such as the system can encode or explain the knowledge, compare or contrast and to make the decision maker to have more ability to analyze and evaluate their decision. Nowadays,

many organizations tend to create system to use as the simulation and insert different situation into the system and try to create business strategy and see the result of those particular decision. These things also help organization in the application process as it will allow the organization to practice the application of knowledge in the different aspects or different point of views.

By knowing the common framework about knowledge management, we can see that there are various factors and various things that we can do to get the most benefit from the knowledge that we have. After understanding about the four processes, I found out that the process of knowledge transferred or knowledge shared is interesting which is important to every organization that leads to the employees and their personalities. Most of the time in an organization, we have to transfer order, knowledge or instruction among different levels. Whether it's from the management level to the operational level, from operational level to the top level or whether communicating among the same department, the knowledge sharing process always take part in every step. It can be said that no matter how good the knowledge are, if the sharing of those knowledge have some obstacles or not going on well, it can ruined the whole organization. As the communication or the sharing of the knowledge mostly includes people, there are lots of researches that try to understand and explain the factors that might make the knowledge sharing have the different results by focusing on the group discussion or teamwork.

Knowledge can be said as the asset of the organization and it's the most important thing that creates competitive advantages for the company in everyday world, while in the past, people valued the tangible assets more than knowledge (Adel, 2007). Most of the researchers agree that the process of knowledge sharing is about the mutual benefits which make people or group cooperate with each other and share the knowledge that they have. Also, the way to share knowledge in each organization somehow linked to the organization culture as it can tell the communication style of those organization. Based on Adel's journal, from the University of Bahrain in the topic of Organizational culture and knowledge sharing by focus mainly on the critical success factors, he said that there are five critical success factors for knowledge sharing in an organization which are trust, communication between staff, information systems, reward system and organizational structure (Adel,2007). In the journal Adel

emphasize that the most essential and important thing that can create high impact to knowledge sharing is trust because by having more trust, both knowledge giver and receiver will be more open to each other and it will lead to an effective result (Adel, 2007). Adel also stated about the staffs' communication styles as each of us have different ways of speaking and it can lead to various feeling or understanding (Adel, 2007). Also, the information system can be used to improve knowledge sharing as the organization use the system to arrange the knowledge in the order that will give the best understanding for employees (Adel, 2007). For the reward system, we all know that reward is the most attractive motivator for employees so by giving more reward it will make employees have more willingness to share their knowledge to give benefits to the company (Adel,2007). With the support from David Gurteen, a famous knowledge management consultants, he also agree that rewarding is very important for knowledge sharing as it can make team member express and have more motivation to share (Gurteen,1999). The last factors are the organizational structure which is the basic factors that create the limitation of knowledge sharing along the chain of command (Adel,2007). However, these factors are being realized by most of the company and company around the world trying to find the best solution for this factor. Moreover, David also set more priority for the understanding of paradigm which explains how each of us views or think of things around us (Gurteen,1999). As we all have different paradigm, he try to raise this point of view to be an important issue in his research which only few people know or consider about this aspect (Gurteen,1999).

Same as Adel's journal, Zahra, a student from University of Tehran in Iran also agreed that the most important thing in knowledge sharing was the trust or relationship (Zahra,2010). He mentioned in his journal, Knowledge sharing behavior and its predictors, that good relationship will give the positive attitude and good attitude toward knowledge sharing can lead to high potential result of the knowledge transfer (Zahra,2010). Moreover, Zahra also stated about the extrinsic rewards which is the tangible reward that can give positive attitude toward knowledge sharing (Zahra, 2010). In addition, he also raise the statement about the organizational environment which he mentioned that the good environment in the workplace will motivate and influence people in the organization to share more of their ideas rather than the company that have strict chain of command (Zahra,2010). By comparing Adel's

journal to Zahra's journal, it can be clearly seen that the result of their research came out in the same direction by firstly focus on the relationship of the people or the team then move to the external motivation and structure of the company. This can be explained that the knowledge sharing in the organization did not based mainly on the chain of command or the level of the position in the company because most human being have the common nature to be open to the one we are close and have more willingness to express their thought or feeling.

On the other hand, in order to understand more about team, there is an electronic book about an Effective Teamwork, written by Constructing Excellence company combine with two research projects from University of Cambridge. In this book, it mentioned about every components and factors of teamwork. Teams are group of people who have their own special skills and commit to the mutual goals and contribute themselves for team achievements by working together to support each other until the task completed (Eclipse Research Consultants,2004). There is an effective teamwork matrix which consists of six components stated in the book which is the standard for the team to realize. Start from team identity, shared vision, communication, collaboration and participation, issue negotiation and resolution, and the last one is reflection and self-assessment (Eclipse Research Consultants,2004). In order to create successful teamwork, the team should start from having their own identity or character to make sure that all team members have collaborative behavior (Eclipse Research Consultants,2004). After understanding the team and have more uniqueness, the important thing for group tasks to achieve is that the vision of the team must be shared to all the team members (Eclipse Research Consultants,2004). The next thing to concern is about the communication same as what Adel and Zahra already mentioned that communication is the process that create the flow of information so we have to make sure that everything was communicated well with full understanding. The collaboration and participation is needed in teamwork because every team members are all involved and must be responsible for the team result so every team member must pay attention and put their efforts to the team (Eclipse Research Consultants,2004). If the conflict occurred or the misunderstanding happened, the team members must negotiate with each other to find the best solution for the team or find the consensus that will give mutual benefits for everyone (Eclipse

Research Consultants,2004). Finally, after the tasks are achieved, all team members should evaluate themselves to know our strength and weakness to improve in the further teamwork and every member should be open to accept all the feedback from other members (Eclipse Research Consultants,2004). Along with the research from Katia and Gita from Pennsylvania, they also conclude about teamwork which can be conclude to be nearly the same with the research from Eclipse Research Consultants as they agree with the open environment in team, commit to mutual goals and about the skills of the team member which will support each other (Sycara & Sukthankar,2006).

Another case study from Edith Cowan University in Australia also mentioned about the attributes that are required in order to create the successful teamwork which have been separated into six attributes. However, it belongs into the same direction with all the other researchers that I had already mentioned. These researches agreed that the team should share goals, have team commitment and contribute to team processes and leadership (Tarricone & Luca,2002). Also, the independence of the team members to share idea and interpersonal skills or the communication skills still plays an important role for the teamwork quality (Tarricone & Luca,2002). Moreover, the case study said that team members should be open for the feedback which can linked to the research above (Tarricone & Luca,2002). However, this case study emphasizing on the appropriate composition of team members by stating that this is an essential issue to create the successful teamwork as it's about the team forming, so, by having the suitable team member it will easily lead to the achievement (Tarricone & Luca,2002). Similarly, Chau from Hang Seng Management College in Hong Kong also mentioned about the group composition (Chau,2011). Chau stated that an effective teamwork must share values and vision, have the appropriate structure of the team and the teamwork require trust same as the other research writer from various universities. Nevertheless, one thing that Chau mentioned which might not being talked about in the research, was about the development and utilization of the Information Technology or the system (Chau,2011). As most of the researcher who focused on the case about teamwork may think about the team and team member in terms of their personality and their profession, but they missed about the system which help creating the better result from teamwork. Whether most researchers for teamwork case forgot about the IT system

but most researchers in the topic of knowledge sharing always put the system as their priority. The other additional thing that some of the research always mentioned in terms of teamwork is about leadership. Whether all the component of teamwork such as communication, team member, team environment are important but leadership is another important thing that every team must keep in mind (Baker, Day & Eduardo,2006).

There is a journal from University of Nevada and The Ohio State University written by Sheng Wang and Raymond A. Noe which can clearly explain various components of knowledge sharing as a team. They separated the main idea into five topics. The first one that they brought up is the important of the organizational context which include the structure, management support and the rewards or incentive in the organization (Wang & Noe,2010). After considering about the organization, the journal stated about interpersonal and team characteristics which include the diversity and the communities or network of people in the organization (Wang & Noe,2010). Moreover, the characteristics of the organizational culture and the individual characteristics also become the topics that most researchers always mentioned about (Wang & Noe,2010). Most importantly, the topics that might reflects the quality of the knowledge sharing is about the motivational factors which consists of the beliefs of the knowledge owners, the benefits that the sharer will get from sharing the knowledge, the interpersonal trust or justice and the last motivation that have been stated is the individual attitude which can be the root of everything (Wang & Noe,2010).

Based on all the researches and journals, the result can be summarized in many different ways for both topics which are knowledge sharing and teamwork discussion. Whether the result are not exactly the same in every paper but by looking at the main points of the paper, it can be clearly seen that those results are related and having the same direction of thought. Moreover, the topic of knowledge sharing and teamwork discussion have some mutual components and to understanding more about both topics will give benefits to both sides which will help increase the efficiency, create more productivity and makes the team or organization can achieve higher goals.

CHAPTER III
RESEARCH METHODOLOGY

3.1 Methods

Refer to the literature review about knowledge sharing and group discussion, there are many aspects that are involved and can be discovered to gain more understanding about this topic. By reading through various articles and journals, there are two aspects that are interesting which can be summarize as two research questions. First one is about the important factors that can influence knowledge sharing efficiency in group discussion and the other question is about how to create an effective knowledge sharing environment in group discussion.

In order to do the research or collecting the data, there are two main types of research that being used widely which are quantitative and qualitative researches. Quantitative research is the type of research being used to collect the statistical data with large group of respondents. The quantitative data will give the result as the numbers, tables or graph which can be measure or calculate systematically and the data can be collect through online questionnaire or on-street interview where respondents will be chosen randomly. On the other hand, qualitative research is the type that will be use to gain an understanding of respondents' thought, belief, experiences, emotion, etc (Snap Surveys Ltd.,2013). This type of research will give the result as the description or unstructured data and makes researcher understand more about the reasons behind respondents' behavior which also allow researcher to get deeper understanding of their respondents.

Based on the research topic and questions which was about knowledge sharing and group discussion, the deep understanding about respondents' thoughts are important so the qualitative research will be more suitable to use for collecting the data. However, the qualitative types of research consist of various research methods which can be use based on the type of result that researcher want or the suitability of data collection. The examples of method for qualitative data are participant

observation, in-depth interviews, paired interview, focus group, group interview, etc (Snap Surveys Ltd.,2013).

In order to choose the method that's suitable for this research, the in-depth interview will be the most suitable method because the research questions wants to get the data about respondents' attitude and behavior which might not be able to gain enough information if using the other methods. Also, the in-depth interview allow interviewer to ask deeper question to gain more understanding and to discover the real reasons or thought from the respondents. By using the in-depth interview method, the interview will be made one by one as a personal talk between interviewer and the respondent. The questions used by the interviewer must be the open-ended question as it will allow the respondents to answer their own thought without any guideline so the result will be the real answer that come into their mind. Moreover, by using the open-ended questions, the interviewer will be able to adopt probing technique into those conversations. Probing technique is the way that interviewer ask the follow up question from the answers that the respondents have given to the main questions, which will allow interviewer to get more information about how or why each respondents answer the question in different ways. In addition, reflective note taking is also being used to record the additional data or any information that can get from observing the respondents while they are answering the question.

3.2 Company

From the research topic about the knowledge sharing and group discussion, it can be interviewed in any company or any community because we're all living in the society and part of the community. Nevertheless, business about network marketing or direct marketing seems to be more interesting for this topic because it's the business that requires lots of teamwork and meeting. Also, it does not have the exact chain of command and have more space or chance for team member to share the knowledge in an organization. By considered about the most successful network marketing company, Amway Company seems to be the best answer. Amway Company is an American company founded in 1959 and being ranked in the 25th place in American's largest private company list with the total revenue of 10.9 billion

dollars as of November 2012 (Forbes.com,2013). It's the company that provide the organic and best quality products consist of various brand such as Nutrilite, Artistry, eSpring, Atmosphere, Glister, Satinique, etc., which mostly are personal, household and health care products. Amway had been operated more than 90 countries worldwide. Amway Company came into Thailand since 1987 and having annual revenue for 2012 at 17,000 million Baht (Amway Thailand Ltd.,2013). Not only the products that became successful, but Amway Company also provides the business opportunity for every single person to be able to own and create their own business as a distributor or partner of Amway Company.

As Amway business had been operated in Thailand for more than 25 years, the knowledge and business skills had been taught and develop from time to time. The knowledge in Amway business have the same core concept but there are many groups and organizations under Amway Company in Thailand is using different styles of knowledge sharing which will reflect the working system. The group of Amway people that is well known and have the systematic plan in terms of knowledge sharing is a group name "forever and a day". Forever a Day group of Amway distributors were formed by a group of young owners, members, and partners aiming to create the successful teamwork to make everyone in the group help each other, have the clear roadmap and reach their goals together. This group was founded in Bangkok since 2004 and already spread out to many countries to apply this system such as Hong Kong, USA, Vietnam, Taiwan, Philippines, etc. Nowadays forever and a day consist of more than 5,000 Amway distributors worldwide.

In Thailand, the number of Amway distributors in this group increasing continuously which is around 1,300 people with more than 100 people who belonged in the high ranking position in Amway business with wages up to 50,000 Baht per month and more than a million Baht per month. Moreover, people in Amway business are united as one in order to reach their goal as a family, not as an individual entrepreneur. Amway business is a growing business and so, it is handed down to generation to generation having the knowledge from their experience and wise teaching from their leaders. With this genuine knowledge in hand, Amway is still reigning overseas and locally because it's not just the products but the people revolving in it and that makes Amway outstanding. In addition, trust and loyalty, unity

in community, businessman and customer, together as one and that's what make it the strongest foundation in the networking industry.

Forever and a Day group of distributors has more than 100 distributors who belonged in the high ranking position, the respondents will be chosen from this group of people as they will be able to give the quality answer which was the result from their experiences. Out of more than 1,000 populations, 10 respondents were chosen to be interviewed and all of the respondents have been in Amway business for more than two years. The age of respondents are between 21 to 28 years old, including university students, employees and full time Amway distributors. The interview questions were developed in two points of view. The first set of questions is about the knowledge sharing for teamwork or group discussion in terms of personal skills and group training such as how often do you share your knowledge to your team members, what's your attitude toward knowledge sharing, etc. The second one is the interview questions about the knowledge sharing in terms of product presentation which refers to the selling or products information sharing toward customers. For example, how do you prepare yourself before meeting with the customers, what is the meaning of success in your opinion toward product presentation, etc. As there are 10 respondents with two topics of question, the interviewee will be separated as 5 respondents for each interview topics. The question will be used as open-ended question which allow the respondents to answer the question upon their thoughts.

CHAPTER IV

DATA ANALYSIS AND DISCUSSION

4.1 Data Analysis

From the interview about teamwork and group discussion, all of the respondents emphasized that the communication among team members are very important. All of the respondents mostly have their group meeting with their team to share their knowledge, working techniques and experiences around two to three times per week. The size of team member in each meeting will vary according to the purpose of the meeting, for example, if the information is considered general knowledge, so, every team members must join. The meeting will be held in a large group from twenty to more than one a hundred people. However, if the topic of discussion is very important and sensitive, the discussion will be held among smaller group of team members around two to ten people. Anyhow all respondents stated that the most effective size for group discussion is not exceeding five people as it will allow everyone to share their information which will give better result. Also, time duration of the meeting is another thing to be concerned off. Most of the respondents agreed that the suitable time duration will also vary according to the number of group members and topics which are approximately around 40 minutes to two hours. However, all respondents said that one hour is the most suitable time for personal team discussion but if there are more people in the meeting, time duration can be longer but the meeting should include break time and activities to make team members feel relaxed.

The respondents mentioned that listeners' role in the interview during the meeting is an important part of every meeting because to share knowledge verbally to the listeners is also a type of evaluation whether they've understood or vice versa. The listener may have different background, working techniques or belongs in the different situation, so, different point of views will be expected and it would be a big issue for different angle will be tackled. Moreover, the willingness of the listeners to receive the

information also affects the speakers' willingness to share the information. This situation can affect the environment of the meeting as the respondents had stated that environment is the trigger to the listeners' and the speakers' performance. The interview questions also asked the respondents about their attitude or their thought toward knowledge sharing which all respondents said that the main attitude in their mind is about helping one another in their organization to surpass whatever circumstances that occurred. In addition, most of the respondents also stated that the success of knowledge sharing also depend on the information received as the receivers should trust and believe in what the speaker had spoken. Thus, two ways communication is an essential thing in team discussion as the speaker mentioned the feedback from the listeners' side and analyze it again together to double check both sides whether they have understood the information; or whether any missing information was left forgotten, to make sure that everything is settled to avoid future obstacles.

For the set of questions about selling, it can be said that selling is another form of knowledge sharing but we called the listener as customers. There are five respondents who have been asking about their selling techniques. Most of the respondents shared their knowledge about products to other people at least one time per day or the minimum at five times per week. The number of listeners for product sharing is a bit different from people skills sharing as most respondents prefer to have personal conversation with customers between one to three people. The reasons are because it's more likely to create two ways communication and listen to customers' feedback. Also customers may have different personal background toward each product so the answer for the customers mostly suitable for each customer. However, along with people skill training, speakers or the one who share the information will choose the type of products or topic to share to the customers by firstly classify the customers to understand their needs and wants, which will make the sharing, become more efficient and effective. To share the information to customers, preparation is also essential, as the respondents mentioned that they have to understand about the product and the most important thing is that they have to use it themselves before they introduce those products to their customers to gain trust. The reason is because Amway products seems to have higher price than normal products that are available in

the supermarket but the fact is that Amway products are concentrated product so by comparing in the long term Amway products tend to be cheaper than the normal products. By having some extra instruction about the usage, it's very necessary to make customers understand the main concept of the products and the experiences of using the product are useful. Nevertheless, the speakers should not over claim the product and should give the correct or real information. Same as the sharing about people skills, relationship between knowledge sharer and receiver are very important. Amway business has a direct communication with the customers which means it also has a direct influence to the customers. One must bear in mind that having a good relationship towards the customer is the most important of all for trust begets trust and loyalty begets loyalty. And that loyalty will eventually fall to product loyalty. This certain relationship with each other will be long lasting which actually benefits both parties.

There was a question asked to the respondents about their meaning of success for sharing products to their customers where the respondents gave the unexpected answer. They said that the meaning of success for their sharing about the products to the customer is not about the sales volume but the most important thing is to make customers understand the main concept of the products and know the advantage of using the products. They supported their answer with the reason that their Amway business is successful because of the customers' satisfaction of their products and they had been taught that force selling is inappropriate thing to be done in this business. They stated that they will let customers buy the products if the customers want to use it and only if the customers really have the information about the products. From the interview, it can be clearly seen that this attitude was being transferred from the top leader of forever and a day group which somehow different from what other people think about Amway business. The respondents mentioned that by keeping good relationship with the customers, it developed a happy environment between them and because of that a repeated product purchase with high loyalty is obtained and it's the most successful thing to happen for product sharing. By asking about the important factors that the respondents think of the products sharing, the answers all came out in the same direction which focused on relationship and understanding to both the customers and the products along with their knowledge and experiences.

4.2 Data Discussion

From the data analysis, it can be seen that all the respondents answered the question in the same way, both the question about people and products. Whether these business activities are focusing on the different perspective and aiming for the different goals but the core of these two activities are about knowledge sharing, so, it also have some similarity in the process. From the first research question about finding out the important factors that can influence knowledge sharing efficiency in group discussion, the result was likely the same. The respondents mentioned that attitude is the root of every thought and action. In short, everyone must have the attitude synchronization for it brings them to being united, as one. And it is the core importance.

From the interview, all respondents had the "give and take" attitude to one another, so, the outcome was fruitful and thus, the objectives were met with less tension and stress. By sending out the positive attitude, the listeners will be more open to receive the information and freely talk or discuss about the tackled matter. The listeners will interact more and cooperate effectively with a positive feeling toward giving of ideas, which benefit both sides. Moreover, being professional is another important factor to consider for they are capable and reliable. They are wiser in terms of knowledge and well experienced which I found it useful during the sharing. By having the good vibes during the meeting and by fully understanding the information, the listeners will then feel the warmth from the speaker, resulting to a quality based customer. Quality based customer because trust and comfort were achieved at the end of the sharing which will then create a long term business and a win-win situation, for mission is considered successful for meet the set goal.

Another research question is about how to create an effective knowledge sharing environment in a group discussion. From the interview, all of the respondents agreed that the environment in knowledge sharing process is very important. The environment can make the same thing become different which can lead to different results. The respondents explained that the environment can clearly affect the outcome of the sharing. In order to control the environment of the meeting, the speaker should have the picture in their mind about how the sharing will run and imagine the whole process of the sharing which will make it more easier to control in the direction that

create the most benefit to everyone. For example, if the topic is serious then, the speakers must build a comfortable feeling with a touch of humor to lighten the mood. Moreover, if the listeners inquire something related to the topic, the speaker must be sincere in giving of the answer or information to show that you care about them not you care about their money. In addition to that, the sharing must not be speaker centered but the listeners or audience centered, in order to fully get the listeners interested toward the products, resulting to customers wanting the product not just liking it. Simply because, wants is stronger than likes. In short, the speaker must also be a listener focusing to the listeners or the audience concerns to take charge of the sharing environment aspect. The respondents stated that they will always observe the reaction of the audience and make them feel that they are part of the meeting by asking question or try to set a case sample that might related to the audience. If the audience feel that they are part of the meeting or feel more relax to communicate with the speaker they will feel that they belonged in the meeting and it will make them have more willingness to listen and receive the information. The environment in the knowledge sharing doesn't have to be very stressful or serious but it's the responsibility of the speaker to manage and handle an environment to make the meeting become successful and effective in many ways.

Furthermore, the theory about knowledge sharing and an effective teamwork; the result of the interview are going in the same way; along with most of the theory. Based on the representative theories written by Paris, Salas and Connon-Bowers from University of Central Florida, they conclude teamwork concepts into eight approaches (Paris, Salas & Cannon-Bowers,2000). The first approach is social psychological approach which is about the relationship among team members (Paris, Salas & Cannon-Bowers,2000). In relation to that, every respondent agreed that relationship pays an important role to the potential of knowledge sharing; better relationship leads to more effective knowledge sharing. Not only that, aside the interview support the importance of relationship but there are a lot of theory from various journals also widely emphasized on the effect of relationship.

The second approach is sociotechnical approach which refers to the work-related relationship (Paris, Salas & Cannon-Bowers, 2000). This approach explained about the respect and relationship based on the chain of command or the job

profession which is normal that people should respect and listen to what the leaders have said and also shared. By having efficient background, it will be more likely to create a more effective sharing environment leading to a successful sharing.

The third approach is ecological approach, this approach explains about the affect of working environment toward teamwork quality (Paris, Salas & Cannon-Bowers,2000). This approach can be well supported by the interview as all respondents confirmed that environment is very important and totally affect the team outcome. By having a good team and happy team environment, a healthy team will be expected along with the better outcome; not the other way around. The next approach is human resource approach which refers to how teams adjust members' ability to create maximum benefit for the team (Paris, Salas & Cannon-Bowers,2000). It refers to this approach; the respondents tend to choose the topic of sharing based on the situation of the organization in that period. However, the speakers must be cautious by looking at their skill strengths upon facing the inquiries about the topic in order to maximize the outcome as much as possible.

The fifth approach is technological approach which is about the technological progress (Paris, Salas & Cannon-Bowers,2000). By using technology to involve in the knowledge sharing process, it can improve the quality and accuracy of knowledge which can create more systematic processes to reduce the errors. We can also divide the collected interviews accordingly by separating them into groups. Thus, those answers with the same idea will be group together and those different from it will also be group together. In this way, a more organize flow of work will lead to a more effective outcome. Most of the technologies that they used for knowledge sharing were with the use of the media such as website and DVD. All the information in the group will be uploaded to the website which allows members to get the information freely and the DVD will be given to the new members for the meantime, while their information is being processed and added to the website. This proves that technology is indeed helpful in the organization to transfer knowledge accurately which will create the everlasting business concept.

Lifecycle approach refers to the changing or the evolving of the organization as the time passed by (Paris, Salas & Cannon-Bowers,2000). Based on the accurate knowledge transformation, the knowledge in forever and a day group will

last endlessly. Nevertheless, new thought or new knowledge can be created over time so some of the knowledge can be edited or updated but by having the strong concept of knowledge sharing, it will still ensure the growth of the organization. The sixth approach is the task-oriented approach explained about the role of the team (Paris, Salas & Cannon-Bowers,2000). From this approach, it mentioned that if all the team members know the goal of the team and all team members have the same vision, it's the sign that the team will surely reach their goal. This approach can be referred to the theory in the topic of having the shared visions which have been mentioned in many journals worldwide.

Finally, the last approach is integrative approach which is about combining all the mentioned approach all together (Paris, Salas & Cannon-Bowers,2000). It is about the knowledge sharing and teamwork discussion, it consists of every essential factors combined all together. Every components of the team or the sharing, all plays an important role to achieve successful outcome. Hence, regarding about knowledge sharing and teamwork concept; the main core concepts are focused on the same important factors or those theories mentioned above will absorbed but always differ to your perspectives be different based on your perspective the writer explained.

4.3 Recommendation

4.3.1 Theory

Refer to the various theories about knowledge sharing and teamwork that have been published widely. Most of those theories have some similarity in terms of the core concept. However, whether the core concepts are likely the same, each author tends to emphasize or summarize the overall concept into different ways. In addition, most of these theories explained above, were broad in terms of its aspect and were focused in the deeper level, it always brings down to our understanding and application of the knowledge learned. From the interview about knowledge sharing and teamwork concept, some success factors can be changed and varied according to the following factors; namely, size of group in each sharing, topics, demographic background of both listeners and speakers, etc. In order to be more precise, the writer

explained the details deeper to increase the benefits of adaptation of theories. Moreover, the writer added more psychological advices to give more ideas and techniques for the reader to use in their knowledge sharing. Somehow, knowledge sharing and teamwork discussion does not seem to have the exact process that guaranteed the best result because it depends on the people that involved. Whether the groups are using the same theory to adapt in their discussion but the result can be totally different.

4.3.2 Application

From the interview of Amway business owners under forever and a day group, it showed that Amway business is the business that involves lots of interaction because it is in fact a networking business. Amway business owners have to interact to a lot of people and attended many meetings and even seminars. In connection to that statement; the answer of the respondents also links to it, which they stated that "the outstanding thing about people from forever and a day group is that they have the same vision and direction of doing business". It means that the business knowledge have been transferred correctly through the line of leadership which have been combined with the use of technological media such as DVD and website to create more systematic learning. However, the knowledge and the skills that each Amway distributors have are not equally divided for the following reasons, namely the amount of time that they join the business, their experiences or workloads, their interest toward the business, their team leadership ability, etc. And for that reasons, I can definitely tell that, without helping, guiding and supporting each other, things like this might be the turning point of the business. However, the distributors who belonged to a good foundation it will be a challenge for them to overcome. Hence, every business in the industry are all experiencing this as well but despite of that teamwork concept, knowledge management and the rest of the theories mentioned above is the key to success. In addition, it might be in a disadvantage state when you just started, but if you've got all it takes to succeed, then all you need is hard work and perseverance with the help of knowledge sharing along with the leaders who will definitely be there for the team.

From the theory and the data analysis, the productivity and the potential of forever and a day will be better if the knowledge sharing is standardized. Thus, individual problems might be lesser, for the knowledge gained will be equally shared and distributed. However, it always brings down to individual's drive towards the set goal, so it's important that the leaders should take in account to improve one's ability through training and seminar, to be able to help others. More importantly, relationship is the most important thing in this business, it's better for the team leaders to emphasize more on the working relationship among members, for business result can be on the latter part. By having better relationship in the team, it will create more trust which will lead to the better teamwork and increase more willingness for team members to share or receive the knowledge. Also, it will create unity for efficient work performance within themselves and within the group. Thus success will be achieved with less stress for teamwork is obtained. In addition, based on the data analysis it showed that the business outcome will be better if the team members know their duties and responsibilities. In Amway business, there is no chain of command but there is only the line of leadership which refers to the line of individual leader who manage their own business and less for their people in the team. And because of that this may become a disadvantage as the team members might not feel that they have responsibilities for the team and have low team contribution. From the theory, the quality of knowledge sharing will be increase if all team members know and be responsible in their own duties. Finally, to create the everlasting success for the team, the knowledge sharing should be arranged and set as the system with the standard systematic control to make the core vision of the group being to be apprehended.

CHAPTER V
CONCLUSION

5.1 Summary

In every business both national and multinational company all has their own knowledge which is the information that was retrieved and analyzed within the organization. The knowledge in an organization can be shared or transferred through the organization and being developed to become an advantage to benefit the company as well as the people. Each and every company may have their own structure or system to pass the information along the chain of management. By linking the theory to the real business, there are various factors that determined the success of knowledge sharing. However, the theory might be able to explain only the main concept of the knowledge sharing but can't guarantee of the quality of the result. From the theory and the interviews, it showed that the most important factors that affect the success of knowledge sharing are the team members or the people who were involved in the discussion. In order to improve the efficiency of knowledge sharing, it can be said that development of team members are very necessary. If everyone involved should combine forces and would focus in their work with a good attitude towards the task, thus, the outcome will be greater that what had been imagined. Moreover, with the additional effort of the listeners, they might be able to adapt and use the information to benefit themselves and share that information to the rest of the team.

The forever and a day group, is no doubt number one indeed for, they've got what it takes to be one of the best groups there is. The said group even had extra knowledge building by recommending to the team the concept of self-development concept by reading books; articles; etc related to their field of work. By having the strong core foundation and system, it's the reason why this group can expand their system globally and successful. Since, data; information; knowledge is a non-stop learning, thus the learning development is continuous. Instead, it only upgrade and update. In short, even data; information; knowledge were stored successfully, it also

need constant update and upgrade to cope up with the upcoming difficulties. Like for instance, the forever and a day group of Amway's distributors; they may not be the number one's best group but the fact that until now the name "forever and a day" have been accepted by Amway business around the world. Is a proof that they are excelling and still excelling for they are eager to learn and improve to achieve the word success.

5.2 Limitations

In order to complete the research and data analysis, there are some limitation occurred along the processes. Firstly, there is the limitation for the time period which might not allow the researchers to find out the very small detail information from the respondents. By having more time, the researcher might be able to get more information and analyze the data with more perspective. Secondly, the research only focus on one group of Amway business owners while there are lots of group established in Thailand and many more around the world. This limits the research to compare and the data gathered between different groups of business owners as each group may consist of different demographic background, so the research might be able to explain only for the perspective of young generation distributors. Moreover, the sample size might not be big enough to get the overall vision from the whole group members so the detail of the research will not be able to apprehend the wide perspective. Also, the researcher tends to have only few experiences, to do the interview and analyze the data, so the results are limited indeed. Lastly, the respondents are also new with the interview so they felt nervous and unconfident to give the information which can reflect the quality of data.

5.3 Further Research

This refers to the research's framework study that seems to be limited and needs more time and effort to discover more theories and concepts that will further strengthen the networking field of business.

The research was focused to only one group of Amway business owners which included a small group of sample. Hence, the gathered knowledge was limited. Thus, larger research gets more knowledge for the larger the information the larger the knowledge get. Also, the comparison between groups of distributors can be made by

finding the data from different group of distributors and find out the similarity or differences of each group. In order to have wider perspectives, the research can be made through Amway business owner from all over the world to get more vision and factors of doing business because this business always involved in interaction between people which is the same throughout the world. If the researchers are interested in networking business, the result will be obtained from the members of the other company to be able to compare about the vision of each companies.

Knowledge sharing and teamwork discussion are involved in every company, the further research can be made with different types of business or different department of the company the further knowledge will be learned because each type of businesses or the different department have different thought and ideas. In addition, the researcher can also use different method of research such as observation or group interview to get the other point of view of knowledge sharing to benefit oneself and to the rest of the group members.
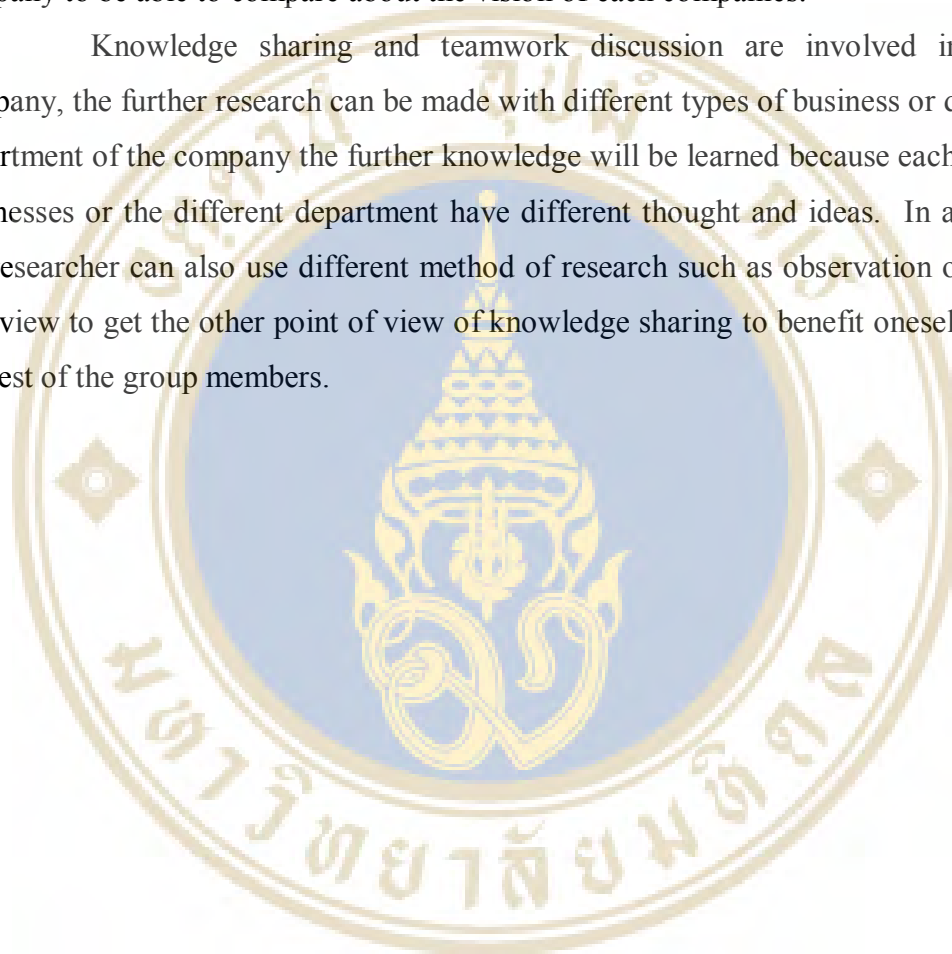
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