

CHAPTER 4

RESEARCH FINDINGS

To help Thai community business gain more competitive advantage, this study develops a Knowledge Management organization model of Thai community business by investigating eight high performance community businesses in Chiang Mai, Thailand. This study uses the Knowledge Management (KM) organization framework of European Knowledge Management Forum (EKMF) as the guideline. Finally, this study attempts to propose model of how to manage Thai community businesses by the view of resource-based approach to gain sustainable competitive advantage.

The research process of this study is composed of five steps as follows:

1) Identifying high performance community business or organization samples (*Refer to Chapter 3*). The results of identifying high performance community business are as follows:

According to identify high performance community business, the name list of members in community business was extracted from the Department of Community Development database, which evaluated them one by one according to the criteria above. According to the database, there are 25 handicraft community businesses which achieved 4 stars up from the Thai government assessment. Finally, nine community businesses that were applicable with all criteria have been identified through interviews with each owner or leader of community business. The name of 3 group producers, 1 sole owner, and 5 SMEs are as follows:

Type of Organization	Community Business
Partnership, Company Ltd.	Thai Tatami, Baan Benjawan, Baan Celadon, Dolls Making Centre, Tamnak Khon
Group Producer	Maewin group, Kang Nham group, Kumphor group
Sole owner	K. Surasak

Table 4.1 Name of High Performance Community Business

Remark: There was only one business in sole owner type that passed the criteria. As a result, only samples from Community Producer and SMEs were selected.

(The results of screening high performance community business is shown in Appendix E)

Eight of high performance community businesses are chosen as samples for this study and data collecting period are shown as the following table:

Organizations	Data Collecting Period
Thai Tatami	Jul. 1- 5, 08 (5 days)
Baan Benjawan	Aug. 18-22, 08 (5 days)
Baan Celadon	Sep. 3-7, 08 (5 days)
Dolls Making Centre	Sep. 15-18, 08 (4 days)
Tamnak Khon	Sep.23-26, 08 (4 days)
Maewin group	Oct.7-10, 08 (4 days)
Kang Nham group	Oct. 18-21, 08 (4 days)
Kumphor group	Oct. 26-29, 08 (4 days)

Table 4.2 Data Collecting Period

2) Establishing definition of KM organization dimensions, sub-dimensions and ranges (*Refer to Chapter 3*)

3) Determining assessment criteria of KM organization dimensions, sub-dimensions and ranges (*Refer to Chapter 3*).

4) This chapter explains research process step 4 about developing KM organization model of Thai community business. KM organization model of Thai community business is developed by data collection through multiple methodologies via an in-depth interview with the owner or leader, participant observation, conversation with staff, and document analysis. Lastly, data were analyzed by transcriptions, coding, and content analysis strategy, respectively.

5) Developing strategy to manage Thai community business by the view of resource-based approach (*Refer to Chapter 5*).

This chapter focuses on step 4: developing KM organization model of Thai community business. The data was collected through multiple methodologies via an in-depth interview with the owner or leader, participant observation, conversation with staff, and document analysis. The research results are categorized into 5 parts as follows:

Part 1: The Report of Research Work Done

Part 2: General Profile of High Performance Community Businesses

Part 3: Thai Community Business Characteristics Affecting the Thai Community Business KM

Part 4: KM Organization Model of Thai Community Business

Part 5: Three Models of KM Organization of Thai Community

Business

4.1 Part 1: The Report of Research Work Done

There are 25 handicraft community businesses which achieved 4 stars up from the Thai government assessment. Then, I visited their site to interview with every owner or leader of community business through 7 items of general characteristics criteria and 10 items of specific characteristics criteria. This process had taken 3 months from February to April, 2008. Nine community businesses that were applicable with all criteria have been identified but one of them felt uncomfortable to participate with this study. Finally, eight of high performance community businesses are chosen as samples for this study. Of eight organizations, five of them were SMEs (partnership or company Ltd.) and three of them were group producer.

Data collection period had taken 4 months from July to October, 2008. This study used four research methodologies as follows: interview owners or leaders, participant observation, conversation with staff, and document analysis.

When I spent my time in field research, I found that the working environment of Thai community business was very relaxed in terms of working under family-like environment. Staff came to work by means of walking and riding bicycle or motorcycle. Almost all organizations turned on light music during working time and staff wore their own working clothes.

According to interview, I conducted individual interviews by myself. All conversation and interviews were in the Thai language. I told them in advance that they would be audio tape recorded and each owner has been informed in the beginning of an interview that working behavior and conversation under working environment is going to be observed naturally. All owners and leaders of eight organizations provided their time and gave valuable information to me. I told all staff that I was a training student who came to examine the working procedure so other members except owners and leaders do not know the researcher is doing research.

During observation I did not record any information so field notes have been made daily two times during the lunch break (12.30-13.30) and after work (17.00-17.30) to prevent information loss. In addition, while interviewing and talking with staff, I collected related documents to verify my findings. These documents included organization structure, company rules, announcements, operations procedure, and any other related information.

In conclusion, to develop KM organization model by structuring the data collection methods this way, I could gain access to verbal information from the owners or leaders, conversation with staff, as well as interaction information from participant observation. Written information from field notes and documents supplied additional supporting data. Finally, I did not find any difficulties during field research. Thanks to the kindness of owners and leader of Thai community business that made a very good chance for me to stay closely in each organization.

4.2 Part 2: General Profile of High Performance Community Businesses

Table 4.3 General Profile of High Performance Community Businesses

Organization	Type	No. of Employees	Established	Business Activities
Thai Tatami	Company Ltd.	35	1992	Tatami mat
Baan Benjawan	Company Ltd.	15	1997	Hand-made candle
Baan Celadon	Partnership Ltd.	102	1989	Celadon ceramic
Dolls Making Centre	Partnership Ltd.	25	1952	Dolls model
Tamnak Khon	Company Ltd.	35	1999	Resin decoration items
Maewin	Group producer	20	1996	Wooden boat model
Kang Nham	Group producer	16	1995	Cloth decoration items
Kumphor	Group producer	70	2002	Cloth wear

The range of annual income is 960,000-24,000,000 baht

The means annual income is 7,545,000 baht

4.3 Part 3: Thai Community Business Characteristics Affecting the Thai Community Business KM

The data was collected from 238 persons within eight high performance community businesses, by interviewing business owners and supervisors, and having conversational talks with staff. The results can be summarized as follows:

- 1) **Staffs' ages are mostly in middle-high range, which is an average of 41 years old, younger staff are rarely found** (*Refer to Appendix C: Statistical data*).
- 2) **Local staff. The majority of workers are Chiang Mai inhabitant** (*Refer to Appendix C: Statistical data*)
- 3) Long period working duration with an organization. The average **working duration is 8 years** (*Refer to Appendix C: Statistical data*).
- 4) **Modestly educated Staff. Most of staff graduated from Grade 4, in primary level** (*Refer to Appendix C: Statistical data*).
- 5) **Staffs' residences are mostly close to workplace** (*Refer to Appendix C: Statistical data*).
- 6) **Staff arrive at work by means of walking and riding bicycle or motorcycle** (*Refer to Appendix C: Statistical data*).
- 7) **Close up family relationship within organization**
 - “I have been working with this company for 25 years. The owner is my uncle-in-law” (SDM)
 - “I am the elder brother of owner's wife.” (SDM)
 - “All staff are relatives.” (SDM)
 - “Most of the staff here are recruited from the relatives of persons who are introduced by former staff, since I have to know all staff's family background.” (OMW)
- 8) **Farming and gardening are staff' secondary sources of income.**
 - “During off-season, I allow my staff to leave from work to do farming and gardening.” (OKN)
 - “Some of my colleagues and I are farmer and gardener too.” (SBC)
 - “In summertime, I always ask permission to leave for watering my longan estate.” (ODM)

9) Low level of staffs' turnover rate

“Most of staff here have worked for a long time. Low level of turnover rate”
(OBB)

“I enjoy working here and do not want to leave. I wish I could work here for a long time” (SKN)

“We have low level of staff's turnover rate” (ODM)

10) Staff respect for the owner like their parents.

“All staff respect the owner like their parent.” (SBC)

“Staff calls me and my wife as father and mother. In northern part of Thailand, when we give high respect to any person we are often called the father and mother.” (OBB)

“I regard the owner like my parent.” (STK)

11) Working under family-like environment

“Here we live and work together like a family. When I have problem, I can directly talk to her. Meanwhile, she can also be my good counselor.” (STT)

“I always tell my staff that we're going to work together forever. We are like a big family. Sometimes there're some conflicts within our organization, but finally we turned to talk face to face so that we could ignore all the problems.”
(OBC)

“We spend our lives together as we're same as family, like sister and brother. I always listen to my staff opinions.” (OKN)

12) Staff develop a strong connection to the organization, often resulting in a sense of belonging, pride, or even ownership.

“This place is my means of livelihood, so I should be trustworthy working here. If not so, I'll have no place to work and no money. I enjoy working here and do not want to leave. I wish I could work here for a long time.” (STT)

“In the past when candle business was growing rapidly, there were many candles' owners tried to persuaded me to join them. But I've refused all proposals because I loved to be here and I can not be disloyal to my boss.”
(SBB)

“I love to be here with all of my heart. My first career began at the boss’s house. My boss is a very good person. I will work here until I can not work or I am discharged.” (STK)

“I come to work everyday. Here, we take a break only in big holiday. Staff always pay high devotion for organization.” (OMW)

“In case of an urgent shipment, staff are willing to work for organization. They feel like this place is their own too. For example, if the shipment is scheduled at 7 PM, all participants work continually from 5 PM without break. Even though they have got OT pay or not, they are still willing to do because this is their own organization too.” (OKP)

13) Staff are seeking to continuous learn, a high intention to work.

“I pay all my effort to achieve organization’s aim. If there’s any complain from clients, that’ll affect our income.” (STK)

“I always pay high attention to my work. I do my best in producing high quality products so that our organization could maintain frequent orders from customers.” (SKP)

“I am a lifetime learner. In the past, I could not write any English correspondences to foreign customers, but now I can communicate with them by E-mail.” (SBC)

14) Some staff have quit and rejoined the organization.

“Here, I used to resign and rejoin 2 times due to my personal reasons. This company is the best place to work. Colleagues are friendly and working environment is relaxed without any pressure.” (SBB)

“I left this company one time. Working with another company was another matter. Then I found out that working here is true pleasure.”(SBB)

“Some staff quitted here one time but later they rejoined with us again.” (OTT)

15) No strict rules but try to make the work environment happy and relaxing.

“According to our policy, here isn’t neither a factory or company, but this is our second home. Our business is not labor oriented, but based on our local wisdom.” (OBC)

“Here is the best place to work with. People are friendly; working environment is relaxed without any pressure. Even if there is no target on production quantity; everyone is still responsible for their job consistently.”

(SBB)

“Working here is all the best. Income is acceptable, no obligation in production quantity, and the collaboration among staff are very pleasant as well.” (STK)

“Rules and regulations here are really flexible. I can use mobile phone in case of important matters. During working hours, staff could have a little chat and check the amount for daily shipment.” (SDM)

“Working here is happiness. I always discuss with my colleague when I have problem. Sometimes I prepare lunch from home to share with my colleague.”

(SKN)

“In big factory, staff work like mechanisms, as engineers tried to apply the concept of motion and time study in order to maximize the production speed. On the contrary, here is totally different.” (OKP)

16) Flexibility in working day-off.

“Normally, our company doesn’t specify numbers of day-off per year for each person. Therefore, I always come to work even on Sunday. However, if there’s any necessity, I can ask for a leave. In case of big holiday, our company will close.” (SMW)

“In summertime, I always ask a permission to leave for watering my longan estate. Here’s not like a big company. Even though days to leave per year haven’t been fixed for every individual, everyone could still ask for an absence as long as it does not affect the process.” (ODM)

“Since there are several reasons for staff to be absent such as funeral ceremony and temple fair, I do not fix how many holidays per year for each person. Therefore, their holiday is going to be on demand depending on the situation.” (OTK)

17) Good cooperation and knowledge sharing.

“The more we teach the others, the more we learn.” (SBC)

“They instruct each other. For example, I’ve trained one employee, and then he went back to educate others. They don’t keep holding knowledge within themselves, unlike in the big company where workers are very competitive.”

(ODM)

“Here we teach everyone variety of tasks and skills. We do not keep the information to ourselves.” (STK)

“Most of the time, I’m the one who instructs workers in all working process. Afterwards, they can learn from each other during the working hour.” (OBB)

18) The owner trust and feel proud of their staff.

“Staff are proud to work here and I also feel proud of my staff. I always say that my success does not come from myself, but from my staff too.” (OMW)

“I trust and feel proud of my staff. I can leave them to work on their own while I am away.” (ODM)

“I always say that I feel proud of my staff and my staff also feels proud of me.” (OTK)

Remark: O: Owner/Leader, S: Staff

TT: Thai Tatatmi

BB: Baan Benjawan

BC: Baan Celadon

DM: Dolls Making Centre

TK: Tamnak Khon

MW: Maewin

KK: Kang Nham

KP: Kumphor

4.4 Part 4: Knowledge Management Organization Model of Thai Community Business

In order to develop Knowledge Management organization model of Thai community business, this research investigates eight high performance community businesses through 4 methodologies, in-depth interview with the owner or leader, participant observation, conversation with staff, and document analysis. Throughout the data collection process, the guideline of interview owners and leader were followed by interview questions (*Refer to Appendix B*) and the observation points were followed by Knowledge Management organization model of EKMF (2000).

According to the results from investigate eight high performance community businesses; we can propose the Knowledge Management organization model as follows:

(Details of in-depth interview the owner or leader, participant observation, conversation with staff, and document analysis are shown in Appendix D)

Table 4.4 Knowledge Management Organization Model of Thai Community Business

Organization Form	Structure				Culture				Systems				KM Strategy			
	Hierarchical levels (number/relevance)	Decision right	Application level	“K” roles	Proficiency (diffusion/applicability)	Commitment	Behavior	Atmosphere	Learning mechanism	Coordination mechanism	Assessment mechanism	Use of ICT (Relevance/ purpose)	Style of direction	Organization aim	KM process emphasized	Knowledge emphasized (type/source)
1. Thai Tatami	Few/High	Centralized	Company	Not definite	Low/Systemic	High	Cooperation	Ideological	Continuous shaping	Mutual adjustment	Person based	Low/Application	Designer	Customer oriented	Sharing	Tacit/Both
2. Baan Benjawan	Few/High	Centralized	Company	Not definite	Low/Systemic	High	Cooperation	Ideological	Continuous shaping	Mutual adjustment	Person based	Low/Application	Designer	Customer oriented	Sharing	Tacit/Both
3. Baan Celadon	Few/High	Decentralized	Company	Defined	Middle/Systemic	High	Cooperation	Ideological	Continuous shaping	Plan	Person based	Low/Application	Designer	Customer Oriented	Sharing	Tacit/Both
4. Dolls Making Centre	Few/High	Centralized	Company	Not definite	Low/Systemic	High	Cooperation	Ideological	Continuous shaping	Mutual adjustment	Person based	Low/Application	Designer	Customer oriented	Sharing	Tacit/Both
5. Tamnak Khon	Few/High	Centralized	Company	Not definite	Low/Systemic	High	Cooperation	Ideological	Continuous shaping	Mutual adjustment	Person based	Low/Application	Designer	Customer oriented	Sharing	Tacit/Both

Table 4.4 (Cont.) Knowledge Management Organization Model of Thai Community Business

Organization Form	Structure				Culture				Systems				KM Strategy			
	Hierarchical levels (number/relevance)	Decision right	Application level	“K” roles	Proficiency (diffusion/applicability)	Commitment	Behavior	Atmosphere	Learning mechanism	Coordination mechanism	Assessment mechanism	Use of ICT (Relevance/ purpose)	Style of direction	Organization aim	KM process emphasized	Knowledge emphasized (type/source)
6. Maewin group	Few/ High	Empowerment	Com pany	Not definite	Low/ Systemic	High	Cooperation	Ideological	Continuous shaping	Mutual adjust ment	Person based	Low/ Application	Designer	Customer oriented	Sharing	Tacit/ Both
7. Kang Nham group	Few/ High	Empowerment	Com pany	Not definite	Low/ Systemic	High	Cooperation	Ideological	Continuous shaping	Mutual adjust ment	Person based	Low/ Application	Designer	Customer oriented	Sharing	Tacit/ Both
8. Kumphor group	Few/ High	Centralized	Com pany	Not definite	Low/ Systemic	High	Cooperation	Ideological	Continuous shaping	Mutual adjust ment	Person based	Low/ Application	Designer	Customer oriented	Sharing	Tacit/ Both

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From the results of Table 4.4, it is shown that all of the organizations are horizontal organizations with little hierarchy and apply this structure to all company section. Seven organizations show that knowledge worker's roles are loosely defined. It is found that seven organizations have a lower level of proficiency diffusions while all of the organizations rely upon systematic approach of strict tasks allocation. High level of organizational commitment, work as corporation, and ideological atmosphere are found in all organizations. Moreover, plan coordination is found in only one organization while continuous shaping can be seen in every organization. In terms of assessment mechanism, every organization assesses their staff performance based on person based. It is also found that ICT is low level of using, and they often use at an application level. Lastly, all of the organizations show that leaders act as designers, organization's aim is customer focused, KM process emphasizes on knowledge sharing, knowledge type is tacit knowledge, and the experience and expertise can derive from two sources either internally or externally.

4.5 The Analysis of KM Organization Model of Thai Community Business

Dimension 1: Structure

It is shown that all of the organizations are horizontal organizations with little hierarchy (less or equal than three hierarchical levels). The communication lines between the employees and the management are short. If the relevance of hierarchical level is examined, it can be concluded that all of the organizations have high relevance of hierarchical level. The relevance of hierarchical level is considered by 3 criteria which are 1) paying attention to supervisors' directive; 2) keeping up with company policy; and 3) operation must be implemented according to hierarchical level.

Of the eight organizations, five are characterized by centralization in decision rights. These are mostly smaller organizations with 70 employees. It is remarkable that 2 organizations perform decision rights by empowerment. These organizations are group producer community businesses. The decentralize decision making can be seen in only one organization which is the largest organization with 102 employees.

All of organizations apply this structure to all company section. They do not operate knowledge organization in the form of business unit or project.

Of the eight organizations, seven organizations show that knowledge worker's roles are loosely defined so staff perform various tasks and continually develop skills in new-activities. There is only 1 organization that has a fix staff duty where by each person is individually specialized and knows exactly what he or she is responsible for.

Dimension 2: Culture

The issue of proficiency regarding relevance can be seen through aptitude recognitions and rewards. Within sample sets of seven community businesses, it is found that seven organizations have a lower level of respecting talented staff in organization, and can be determined with the absent of the following: 1) supervisor usually appointed from group of skilful people; 2) his competency normally being publicized within organization; and 3) the talented staff always have a better opportunity in being promoted more than others in the organization. The exception is seen through one organization that has seen medium amount of respecting talented staff, which is achieved by incentive programs geared toward those responsible for improving productivity through innovations, or useful contribution pertaining to the further development of the business. From this sample sets, it is still apparent that the culture of developing skillful and knowledgeable workers are not being encourage. It is evident that community businesses still lacks the appreciation for membership inputs, intellectual motivations and developments, thus mainly relies upon systematic approach of strict tasks allocation.

All the sample organizations share a pattern of culture that can be simplified through 3 sub-dimensions that resulted in high level of organizational commitment. 1) a strong belief in and acceptance of the organization's goals and value; 2) a willingness to exert considerable effort on behalf of organization; and 3) s definite desire to maintain organizational membership.

Every community business organization shares a common behavior traits and environment that encourage mutual respects and communal team work that is void of vertical competitions, resulting in an ideal coordination and a productive flow that maximize productivity and efficiency.

Dimension 3: Systems

Every sample community business organization also shares the patterns of similar system of learning in a form of continuous shaping. This systems can be described by two level of learning, repeated processes, effort minimization, and recombine. Once learning is completed and the level of proficiency is optimize then community business can manipulate their skill set and redevelop their goods in order to attain a higher level of competitive advantage. In terms of assessment mechanism, every organization can gauge their performance based on individual reviews or person based. This method is assessed using only individual input and opinion without any formal standards and usually performs by the leader of the organization voided from any human resources department. The study also shows that the use of ICT is strictly limited to a communication or research based, and has a minor role in overall daily business regiments. Regarding coordination mechanism there are seven organizations that operate with mutual adjustment system. However, there is one exception that has a planned coordination guideline that members must follow.

Dimension 4: KM Strategy

Every community business organization demonstrates a pattern of KM strategy in that they share the style of design direction. The leaders act as designers who initiate and design policies, strategies and implement systems, integrating tasks and learning process for organization. The organization's main focus lies with its customer despite being community base, but like any businesses, meeting customers' satisfaction and market demands are still a priority in order to sustain success and ensuring its survival. The KM process emphasizing on knowledge sharing because members are focused on sharing their experience among each other, and sometime cross into other departments with the intention that each member can function in place of one another and avoid disrupting production in time of shortage. Knowledge type is tacit knowledge because every organization depends on the experience of its members rather than relying upon text or formal guidelines. The experience and expertise can derive from two sources, either internally or externally. Internally knowledge derives from the sharing of knowledge among the members and their leaders, and external knowledge is derived from outer sources such as conferences, demonstrations, or even professional trainings.

4.6 Part 5: Three Models of KM Organization of Thai Community Business

From the results of Table 4.4, the KM organization model of Thai community business can be classified in to three models as follows:

Table 4.5 Three Models of Knowledge Management Organization of Thai Community Business

Organization Form	Structure				Culture				Systems				KM Strategy			
	Hierarchical levels (number/relevance)	Decision right	Application level	“K” roles	Proficiency (diffusion/applicability)	Commitment	Behavior	Atmosphere	Learning mechanism	Coordination mechanism	Assessment mechanism	Use of ICT (Relevance/ purpose)	Style of direction	Organization aim	KM process emphasized	Knowledge emphasized (type/source)
A Form (Agile Organization)	Few/High	Centralized	Company	Not definite	Low/Systemic	High	Cooperation	Ideological	Continuous shaping	Mutual adjustment	Person based	Low/Application	Designer	Customer oriented	Sharing	Tacit/Both
B Form (Team Work Organization)	Few/High	Empowerment	Company	Not definite	Low/Systemic	High	Cooperation	Ideological	Continuous shaping	Mutual adjustment	Person based	Low/Application	Designer	Customer oriented	Sharing	Tacit/Both
C Form (Systematic Entrepreneurship organization)	Few/High	Decentralized	Company	Defined	Middle/Systemic	High	Cooperation	Ideological	Continuous shaping	Plan	Person based	Low/Application	Designer	Customer Oriented	Sharing	Tacit/Both

From table 4.5 mentioned above, results from the study of eight sample organizations has been analyzed and classified into three types as follows:

1. Type A form: Agile organization

Five organizations from Partnership Ltd., Company and Community Group producer type, which employed around 15-70 staff, are placed into this category. Decision making is centralized, depended on the owner or leader of organization. The roles of knowledge staff are not defined. Low relevance of proficiency and the coordination system is mutual adjustment.

2. Type B form: Team work organization

Only two of the Community Group Producer type, which employed less than 20 staff, are placed in this category. Decision making is empowerment, emphasized on the participation of everyone in the organization. The roles of knowledge staff are not defined. Low relevance of proficiency and the coordination system is mutual adjustment.

3. Type C form: Systematic entrepreneurship organization

One of the Partnership Ltd. type, which employed around 100 staff, is placed in this category. Decision making is decentralized, delegated to supervisors. The roles of knowledge staff are clearly defined. Middle relevance of proficiency and the coordination system is planned.

Each organization form has specific characteristics as shown in the following table:

Table 4.6 Characteristics of Three Models of Knowledge Management Organization of Thai Community Business

KM Organization Sub-dimensions	A Form	B Form	C Form
Type of organization	Company Ltd., Partnership Ltd., Group producer	Group producer	Partnership Ltd.,
Number of staff	15, 25, 35, 35, 70	16, 20	102
Decision Rights	<p>Centralized</p> <ul style="list-style-type: none"> - The decision making depends on the owner or leader. - Although one of them is group producer community business but it performs centralized decision. Leader of this organization acts as the owner by all decision-making procedures depends solely on her. 	<p>Empowerment</p> <p>Both organizations work as team work. The member system is applied in organization. Leaders listen and empower all members in several kinds of activities.</p>	<p>Decentralized</p> <ul style="list-style-type: none"> - Found in medium sized organization - When firms are bigger, Owner has to delegate authority to the functional managers: production manager, marketing manager. Only some cases that the manager has to call owner for the decision. Most of the time, owner just observe their working.
Knowledge worker's role	<p>Not defined</p> <ul style="list-style-type: none"> - Identifying job description clearly, so that every staff has definitive authority and responsibility. - Policy of get the job done by one person. 	<p>Not defined</p> <ul style="list-style-type: none"> - Identifying job description clearly, so that every staff has definitive authority and responsibility. - Each task requires low skills. 	<p>Defined</p> <ul style="list-style-type: none"> - Due to medium sized organization and each task requires high skills. Therefore, it is difficult in assigning other jobs for the staff.

Table 4.6 (Cont.) Characteristics of Three Models of Knowledge Management Organization of Thai Community Business

KM Organization Sub-dimensions	A Form	B Form	C Form
Proficiency (Relevance)	<p>Low</p> <ul style="list-style-type: none"> - Low respect for talented staff in organization - It is not found that supervisor is usually appointed from group of skillful people, his competency normally being publicized within organization, and the talented always has a better opportunity in being promoted more than others in organization. 	<p>Low</p> <ul style="list-style-type: none"> - Low respect for talented staff in organization - It is not found that supervisor is usually appointed from group of skillful people, his competency normally being publicized within organization, and the talented always has a better opportunity in being promoted more than others in organization. 	<p>Middle</p> <ul style="list-style-type: none"> - Middle level respect for talented staff in organization - This organization has policy in rewarding anyone who can develop new approach in improving working process. This will encourage him to be more devoted in his work.
Coordination Mechanism	<p>Mutual adjustment</p> <ul style="list-style-type: none"> - According to the small working space in the factory, there is no individual department. So the relationship among employees is informal and remains closed. 	<p>Mutual adjustment</p> <ul style="list-style-type: none"> - According to the small working space in the factory, there is no individual department. So the relationship among employees is informal and remains closed. 	<p>Plan</p> <ul style="list-style-type: none"> - Since the organization is quite big with 2 factories at Samkampang and Doi Saket and divided to department, the communication is formal. The coordination within the company is established according to organization chart.
Named	Agile organization	Team work organization	Systematic entrepreneurship organization

Summary

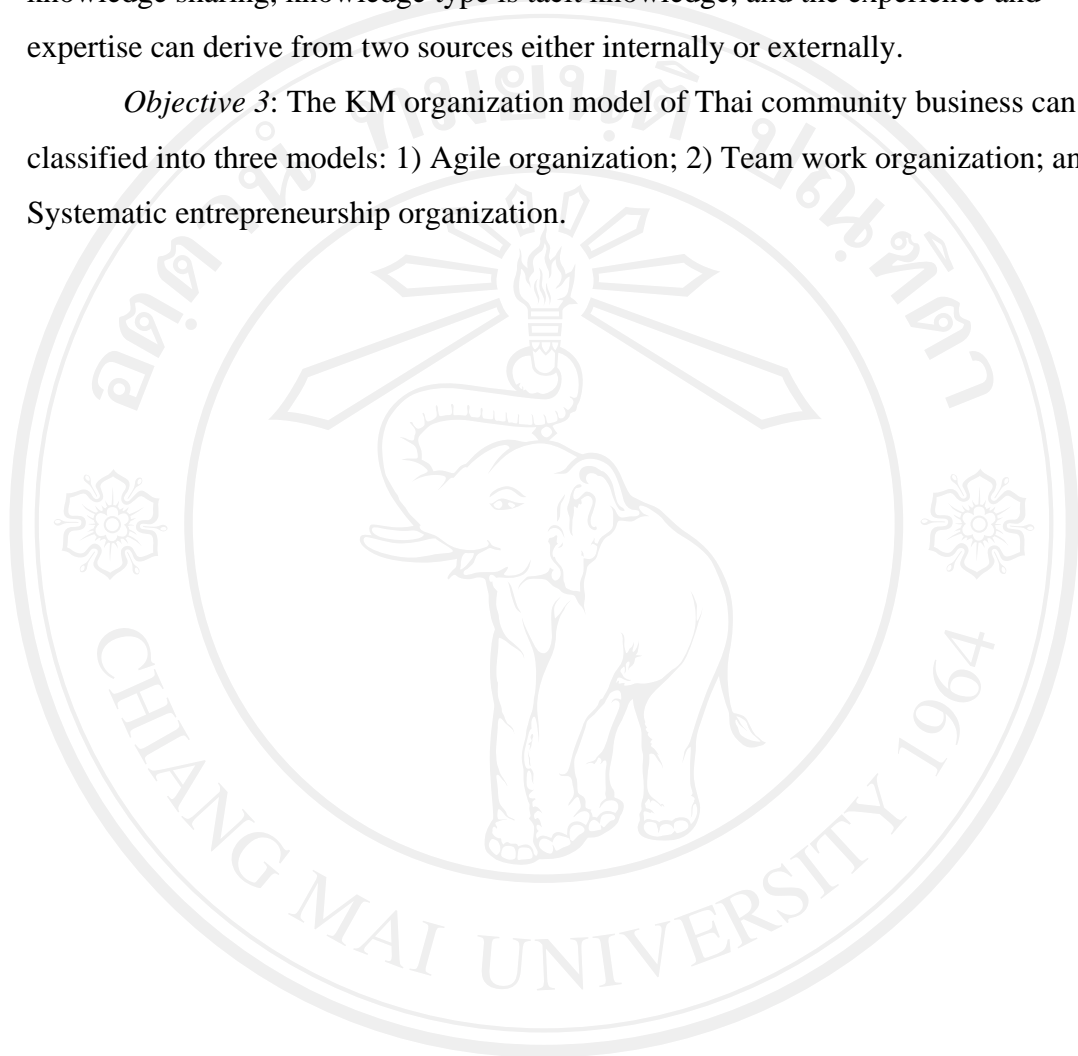
In order to meet objectives of this study 1) to understand different aspects of Thai community business characteristics affecting the Thai community business Knowledge Management; 2) to understand the patterns of Thai community business Knowledge Management; and 3) to develop a Knowledge Management organization model for Thai community business. The data was collected from eight high performance community businesses in Chiang Mai, Thailand which produce home and decorative products.

Objective 1: This study finds Thai community business characteristics affecting the Thai community business KM are: Staffs' ages are mostly in middle-high range, local staff, long period working duration with an organization, modestly educated staff, staffs' residences are mostly close to the workplace, staff arrive at work by means of walking and riding bicycle or motorcycle, close family relationship within organization, farming and gardening are staffs' secondary sources of income, staff have respect for the owner/leader like their parents, working under family-like environment and the owner has a high level of concern for their staff, staff develop a strong connection to the organization, often resulting in a sense of belonging, pride, or even ownership, staff are seeking to continuous learn, a high intention to work, some staff has quit and rejoined the organization, no strict rules but try to make the work environment happy and relaxing, flexibility in working day-off, good cooperation and knowledge sharing, and the owner/leader trusts and feels proud of their staff.

Objective 2: The results show that Thai community business KM has common patterns following the four dimensions of the KM Organization Framework developed by the European Knowledge Management Forum (2000) as follows: 1) Structure, organizations are horizontal organizations with flat hierarchical level yet a high relevance for hierarchy level and they do not operate knowledge organization in the form of business units or projects; 2) Culture, they rely upon systematic approach, staff have a high level of organizational commitment, and resulting in an ideal coordination and a productive flow that maximize productivity and efficiency; 3) Systems, pattern of learning is in a form of continuous shaping, assessment mechanism is based on individual reviews or person based, and the use of ICT has a

minor role in overall daily business regiment; and 4) KM strategy, leaders act as designers, organization's aim is customer focused, KM process emphasizes on knowledge sharing, knowledge type is tacit knowledge, and the experience and expertise can derive from two sources either internally or externally.

Objective 3: The KM organization model of Thai community business can be classified into three models: 1) Agile organization; 2) Team work organization; and 3) Systematic entrepreneurship organization.



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