The impact of AMO (ability, motivation and opportunity) model on Knowledge sharing in family controlled businesses in Hong Kong clothing industry.

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Statement of Originality

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II
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Content

STATEMENT OF ORIGINALITY ............................................................................................. II

ACKNOWLEDGEMENTS ................................................................................................. III

CONTENT .............................................................................................................................. IV

ABBREVIATIONS ................................................................................................................ XII

ABSTRACT .......................................................................................................................... XIII

CHAPTER 1 .......................................................................................................................... 1

INTRODUCTION .................................................................................................................. 1

1.1 INTRODUCTION ........................................................................................................ 1

1.2 STUDY’S BACKGROUND ............................................................................................ 5

1.3 RESEARCH OBJECTIVES ......................................................................................... 5

1.4 RESEARCH PROBLEM AND QUESTIONS ................................................................ 8

1.5 RESEARCH METHOD .................................................................................................. 11

   1.5.1 Data analysis ....................................................................................................... 11

   1.5.2 Structure of the Thesis ....................................................................................... 12

   1.5.3 Ethical considerations ....................................................................................... 12

1.6 EXPECTED CONTRIBUTIONS ................................................................................. 13

1.7 CHAPTER SUMMARY ............................................................................................... 14

CHAPTER 2 .......................................................................................................................... 16

LITERATURE REVIEW ........................................................................................................ 16

2.1 INTRODUCTION ......................................................................................................... 16

2.2. KNOWLEDGE MANAGEMENT AND ITS CORE PROCESSES ................................ 17
3.6 Questionnaire Design and Sampling ................................................................. 66
  3.6.1. Measurement and scales............................................................................. 66
  3.6.2 Data collection and sampling ...................................................................... 67
  3.6.3. Defining the Research population............................................................... 68
  3.6.4. Selection of sample ................................................................................... 69
  3.6.5. Sampling frame ....................................................................................... 69
  3.6.6. Sample size ............................................................................................ 70

3.7. Data Collection Method .................................................................................. 71
  3.7.1. Administration of data collection ................................................................. 71
  3.7.2. Data analysis ......................................................................................... 72

3.8. Power of Tests of Interactions ....................................................................... 72

3.9. Descriptive Statistics .................................................................................... 74
  3.9.1. Reliability and validity ............................................................................. 75
  3.9.2. Reliability analysis with Cronbach's alpha test ........................................ 77
  3.9.3. Testing the moderating effect .................................................................. 77

3.10 Summary and Limitations ............................................................................. 80

CHAPTER 4 ............................................................................................................. 82

Data Analysis and Results .................................................................................... 82

4.1 Introduction ..................................................................................................... 82
  4.1.1 Data preparation ....................................................................................... 83
  4.1.2. Data coding and entry ............................................................................ 84

4.2. Sample Profile .............................................................................................. 86

4.3 Characteristics of Dependent and Independent Variables ............................... 90
  4.3.1 Profile of FCBs and Non-FCBs ................................................................. 90
  4.3.2 Descriptive statistics of items in this study ............................................... 91

4.4 Preliminary Analysis ...................................................................................... 92

4.5 Skewness and Kurtosis .................................................................................. 93

4.6 Test of Distribution Normality ....................................................................... 94

4.7. Summary of Descriptive Data ..................................................................... 98

4.8 Reliability and Validity of Measured Data .................................................... 98
4.8.1. Validity of measured data ........................................................................................................ 98
4.8.2. Validity of independent and dependent variables ................................................................. 99
4.9. RELIABILITY ANALYSIS ............................................................................................................. 101
  4.9.1. Ability (Training for Workers) ............................................................................................. 101
  4.9.2. Motivation (Incentive Systems) ............................................................................................ 101
  4.9.3. Opportunity (Trust) .............................................................................................................. 102
  4.9.4. Knowledge Sharing ............................................................................................................. 102
  4.9.5 Discriminant and Construct validity ..................................................................................... 103
4.10. HYPOTHESIS TESTING ............................................................................................................ 104
  4.10.1 Hypothesis 1.1 .................................................................................................................... 108
  4.10.2 Hypothesis 1.2 .................................................................................................................... 108
  4.10.3 Hypothesis 1.3 .................................................................................................................... 109
4.11. PROCESS MACRO IN SPSS FOR B ANALYSIS ....................................................................... 110
  4.11.1. Hypothesis 2.1 .................................................................................................................. 111
  4.11.2. Hypothesis 2.2 .................................................................................................................. 113
  4.11.3. Hypothesis 2.3 (H2.3) ....................................................................................................... 117
4.12 SIMPLE SLOPE ANALYSIS ....................................................................................................... 120
4.13 SUMMARY OF HYPOTHESIS TESTING ............................................................................... 121
4.14 CHAPTER SUMMARY ............................................................................................................... 122

CHAPTER 5 ........................................................................................................................................ 124

DISCUSSION AND CONCLUSION ............................................................................................... 124
5.1 INTRODUCTION ........................................................................................................................ 124
5.2 MAJOR FINDINGS ...................................................................................................................... 124
5.3 RESEARCH FRAMEWORK ......................................................................................................... 125
5.4. DISCUSSION OF FINDINGS ..................................................................................................... 126
5.5 MODERATING EFFECT OF FCBs ............................................................................................... 129
5.6 THEORETICAL IMPLICATIONS ................................................................................................. 132
5.7 MANAGERIAL IMPLICATIONS .................................................................................................. 134
5.8 CONTRIBUTIONS ......................................................................................................................... 136
5.9 LIMITATIONS AND FUTURE RESEARCH ............................................................................... 137

VII
5.10 SUMMARY AND CONCLUDING REMARKS ................................................................. 140
Reference ...................................................................................................................... 143

APPENDICES .................................................................................................................. 195

APPENDIX A EMAIL INVITATION .............................................................................. 195
APPENDIX B: ORGANIZATION CONSENT FORM ...................................................... 197
APPENDIX C: ORGANIZATION INFORMATION STATEMENT .................................. 200
APPENDIX D: SURVEY ON BUSINESS PRACTICE .................................................... 204
APPENDIX E: Frequency Table .................................................................................. 210

List of Tables

TABLE 3.4: QUESTIONNAIRE ROAD MAP ................................................................. 54
TABLE 3.5.1: MEASURING FORMAL AND INFORMAL KNOWLEDGE SHARING(DV) .... 59
TABLE 3.5.2A: TRAINING FOR WORKERS ................................................................. 61
TABLE 3.5.2B: INCENTIVE SYSTEMS ......................................................................... 61
TABLE 3.5.2C: TRUST ................................................................................................. 61
TABLE 3.5.3: IDENTIFICATION OF FCBS ................................................................ 62
TABLE 3.5.4: DEMOGRAPHIC QUESTIONS IN THE QUESTIONNAIRE ..................... 65
TABLE 4.1.2 DATA CODING FOR ALL MEASUREMENT VARIABLES ...................... 85
TABLE 4.2A: RESPONSE FREQUENCIES OF DEMOGRAPHIC DATA ....................... 89
TABLE 4.3.1A: RESPONSE FREQUENCIES OF FCBS DATA .................................. 90
TABLE 4.6A: TESTS OF NORMALITY ......................................................................... 94
TABLE 4.6B: DESCRIPTIVE ANALYSIS OF FCBS AND NON-FCBS IN THE HKCI .... 97
TABLE 4.8.2: FACTOR ANALYSIS OF INDEPENDENT VARIABLES ......................... 100
TABLE 4.9.5: CORRELATIONS OF FACTORS IN THIS STUDY ..............................................104
TABLE 4.10A: MULTICOLLINEARITY TEST RESULTS IN MODEL 1 .........................105
TABLE 4.10B: MULTICOLLINEARITY TEST RESULTS IN MODEL 2 ..........................106
TABLE 4.10.3: MODEL SUMMARY .................................................................................110
TABLE 4.11.1A: MODEL SUMMARY IN BETWEEN TRAINING FOR WORKERS IN FCBS ...111
TABLE 4.11.1B: CONDITIONAL EFFECT OF TRAINING FOR WORKERS(X) AND
KNOWLEDGE SHARING(Y) AT VALUES OF FCBS (M) .................................................112
TABLE 4.11.1C: CONDITIONAL EFFECT OF TRAINING FOR WORKERS(X) AND
KNOWLEDGE SHARING(Y) AT VALUES OF FCBS (M) (JOHNSON-NEYMAN SIGNIFICANCE
REGIONS(S) ....................................................................................................................113
TABLE 4.11.2A: MODEL SUMMARY IN BETWEEN INCENTIVE SYSTEMS IN FCBS ........114
TABLE 4.11.2B: CONDITIONAL EFFECT OF INCENTIVE SYSTEMS(X) AND
KNOWLEDGE SHARING(Y) AT VALUES OF FCBS (M) ..................................................115
TABLE 4.11.2C: CONDITIONAL EFFECT OF INCENTIVE SYSTEMS (X) AND
KNOWLEDGE SHARING(Y) AT VALUES OF FCBS (M) (JOHNSON-NEYMAN SIGNIFICANCE
REGIONS(S) ................................................................................................................116
TABLE 4.11.3A: MODEL SUMMARY IN BETWEEN TRUST IN FCBS ...........................117
TABLE 4.11.3B: CONDITIONAL EFFECT OF TRUST (X) AND KNOWLEDGE SHARING(Y) AT
VALUES OF FCBS (M) ....................................................................................................118
TABLE 4.11.3C: CONDITIONAL EFFECT OF TRUST(X) AND KNOWLEDGE SHARING(Y) AT
VALUES OF FCBS (M)  (JOHNSON-NEYMAN SIGNIFICANCE REGIONS(S) .......................... 119

TABLE 4.13: SUMMARY OF HYPOTHESES TEST RESULTS........................................122

List of Figures

FIGURE 1.4: FRAMEWORK AND RESEARCH QUESTIONS..............................................9
FIGURE 2.2: THE SECI MODEL (NONAKA & TAKEUCHI, 1995)...................................19
FIGURE 3.1: OUTLINE OF CHAPTER 3 ........................................................................48
FIGURE 3.4.1: FRAMEWORK WITH RESEARCH QUESTIONS......................................54
FIGURE 3.5: CONCEPTUAL FRAMEWORK ..................................................................57
FIGURE 3.6.2: THE STEPS OF THE RESEARCH METHOD............................................67
FIGURE 3.9.3A: REGRESSION MODEL FOR ABILITY( TRAINING FOR WORKERS) AND FCBS
.........................................................................................................................................78
FIGURE 3.9.3B: REGRESSION MODEL FOR MOTIVATIONFRAMEWORK AND RESEARCH
QUESTIONS.........................................................................................................................79
FIGURE 3.9.3C: REGRESSION MODEL FOR OPPORTUNITY(TRUST) AND FCBS...........80
FIGURE 3.10: FLOW CHART OF THE MEASUREMENT METHODS USED IN THE RESEARCH
.............................................................................................................................................81
FIGURE 4.1: CONCEPTUAL MODEL FOR AMO MODEL IN KNOWLEDGE SHARING ....82
FIGURE 4.6: SUMMARY OF HISTOGRAMS FOR ALL VARIABLES IN THE MODEL ........95
FIGURE 4.10: OPERATIONAL MODEL KEY HYPOTHOESIZED RELATIONSHIP BETWEEN AMO

X
FACTORS AND KNOWLEDGE SHARING

FIGURE 4.10.1: OPERATIONAL MODEL FOR ABILITY (TRAINING FOR WORKERS) AND KNOWLEDGE SHARING

FIGURE 4.10.2: OPERATIONAL MODEL FOR MOTIVATION (INCENTIVE SYSTEMS) AND KNOWLEDGE SHARING

FIGURE 4.10.3: OPERATIONAL MODEL FOR OPPORTUNITY (TRUST) AND KNOWLEDGE SHARING

FIGURE 4.11.1: OPERATIONAL FOR ABILITY (TRAINING FOR WORKERS) AND KNOWLEDGE SHARING

FIGURE 4.11.2: OPERATIONAL FOR MOTIVATION (INCENTIVE SYSTEMS) AND KNOWLEDGE SHARING

FIGURE 4.11.3: CONCEPTUAL MODEL FOR OPPORTUNITY (TRUST) AND KNOWLEDGE SHARING

FIGURE 4.12: SIMPLE SLOP RESULT FOR AMP FACTOR AND FCBS

FIGURE 5.3: AMO FACTORS APPLIED TO KNOWLEDGE SHARING AND ARE INDIVIDUALLY MODERATED BY FCBS
Abbreviations

• FCBs- Family control businesses
• NonFCBs – Non Family control businesses
• HKCI – Hong Kong Clothing Industry
• AMO – Ability, Motivation, Opportunity
• TW – Training for workers
• IS – Incentive systems
• T – Trust
• KS – Knowledge sharing
• FK – Formal Knowledge
• IK – Informal Knowledge
• HKTDC – Hong Kong trading department council
Abstract

This study analyses the relationship between knowledge sharing, family controlled businesses (FCBs), training for workers, incentive systems and trust in Hong Kong's Clothing Industry (HKCI). The study contributes by investigating the impact of the ability, motivation and opportunity (AMO) paradigm focusing on training for workers (A), incentive systems (M) and trust (O) and the moderating effects of Family control businesses (FCBs) on knowledge sharing in Hong Kong's clothing industry.

Such an investigation is timely and relevant when a number of Chinese family businesses are facing the dilemma of succeeding their businesses through appropriate governance structures, operations and systems so as to continue their entrepreneurial spirit and effectively manage the generational transitions in Hong Kong (HK) (Au, K et al. 2013). These challenges result in failure of some family control businesses from managing succession and intergenerational leadership issues (Chua et al., 2003; Long & Chrisman, 2014). Thus, sharing key knowledge by people in FCBs through appropriate people management practices is important for sustained succession in FCBs.

The AMO paradigm has received considerable research attention in the field of Human Resource Management (HRM) in the last two decades. The AMO model offers a useful framework for studying how certain HRM practices can impact knowledge sharing performance outcomes.

Based on a review of literature, a conceptual model showing the constructs of AMO was developed and six hypotheses were then generated and tested in this research. The findings of the research suggest that incentive systems and trust have a significant impact on knowledge sharing but training for workers does not have any significant
impact on knowledge sharing. The findings also revealed that variables of training for workers, incentive systems, and trust have a significant and negative impact for FCBs.

Overall, the findings from this study have implications for theory and practice. The results highlight the relationships among the AMO components and Knowledge sharing performance in a new context, especially by analysing the moderating impact of FCBs. In terms of managerial implications for practice, this research highlights that FCBs need to focus strategically on AMO components that contribute most in enhancing a firm’s knowledge sharing performance.