

**KEY SUCCESS FACTORS IN KNOWLEDGE SHARING
FOR JOB ROTATION**



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ABSTRACT

The purpose of thematic paper is to find out about the knowledge sharing factors among job rotation in the organization to improve the knowledge sharing processing that could help to improve and also effect on job satisfaction from job rotation which complete the data collection from the qualitative analysis method via interviewing the and collected from 20 employees who have been working in Siamkraft industry co., Ltd and have experienced in job rotation within 3 years.

The result of this thematic paper providing 3 issues in knowledge sharing process to recommend for job rotation in the organization which are the processing of knowledge sharing, Time (Period of time) and Tools for sharing that can help to improve and effected on job satisfaction. The recommendations to this company have been provided to the conclusion part.

KEY WORD: Knowledge sharing/Job Rotation/Job Satisfaction

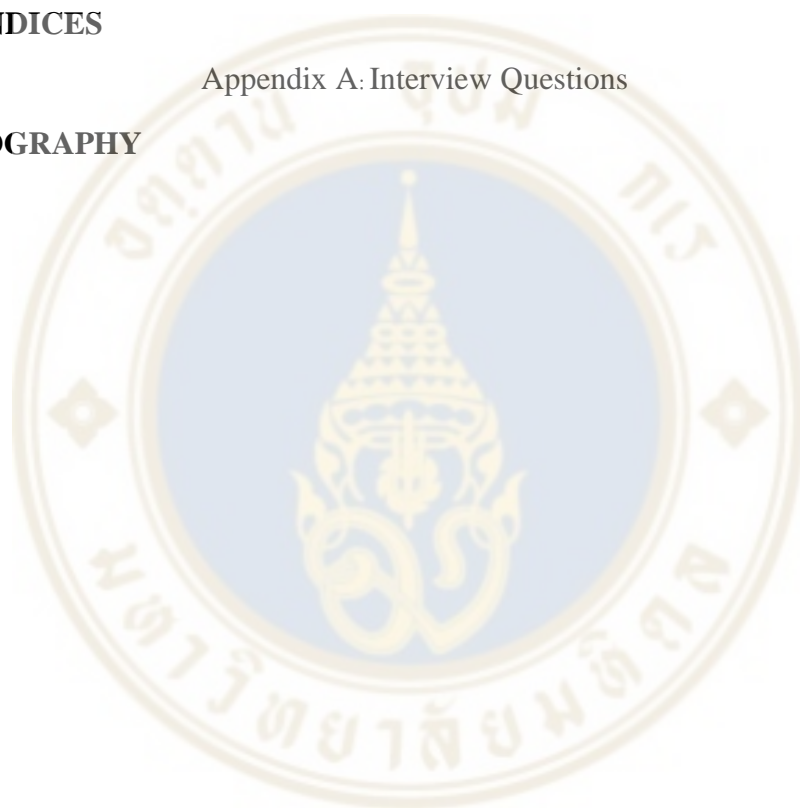
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CHAPTER I

INTRODUCTION

In this age of highly competitive business, the majority of organizations need to adapt themselves, ensuring their business prosperity and survival. One of the primary successes in an organization is their employees, the expertise and ability to adapt of each employee are the keys that will help the organization have a strong human resource to develop and drive good business. (Asgarsani, H., Duostdar, O., & Rostami, A. G.,2012). While most employees are well trained for their respective positions which lead them to have the expertise in their line of work, the organization still needs their employees to develop knowledge in their work to be the key to developing the organization. One of the most successful strategies for increasing the skills and developing is job rotation. (Triggs, Donald D; King, Phyllis M.,2000) Not only helping the organization in the empowerment of their human resources but also enhancing individual motivation, improve organization performance and individual skilled for their employees via job rotation process. Job rotation is, therefore, one of the vital strategies that organization uses when they want to develop the existing employee.

According to the benefits mentioned of job rotation, there are some studies which tap into factors that challenge or present difficulties to the implementation of job rotation when job rotation leads the change in process, work structure, workplace culture, and/or employee structure. This could also include inappropriate knowledge transfer or sharing process between the previous employee and the new one. In addition to the aforementioned factors, rotation of unskilled or personnel with the unrelated educational background to the more stressful or jobs with the prerequisite type of skills may present a difficult challenge to management level conducting job rotation and could cause the employee to suffer lack of motivation to rotate and lead to job dissatisfaction down the way.

To explore more in the factors for critical success factors of knowledge sharing, this thematic paper selected the Siamkraft Industry Ltd., Thai packaging paper business in SCG Packaging to gain more understanding and finding about these factors. Now Siamkraft Industry Ltd., has announced a new policy about rotating employees who have more than three years' worth of experiences on the subjects' present job. The selection process was adopted using top-down management decision that was thought that will help the employees have more broad knowledge. However, as a Thai-cultured organization and the old thinking employees most of them have the negative thinking and contrast to this new policy because the most employees feeling like they are in the safe zone and not want to learn the new things including they were selected without the first expressing their own willingness to move. Moreover, the position and task sometime may not relate to their previous education. Also with the process of knowledge sharing between sender and receiver in this area which means the employees who were rotated is the one that is the obstacle that making them feeling like don't want to move. The process of sharing knowledge still lacks the proper tools to transfer. Some of them still want to do their job and didn't see the importance and potential benefits that would acquire as a result of job rotation, which could help them from boredom and the burnout from the job. Out of all of these problems impeding the process of job rotation, knowledge transfer is determined in solving this. Understanding the factors of the obstacles present in knowledge transfer between employees will enhance benefit to both organization and employees satisfaction about internal job rotation in the organization.

Finally, researcher will explore and study about the cause of knowledge sharing factors in job rotation process that effect on job satisfaction from internal job rotation in the organization.

For this thematic paper will including five parts in following that will be mentioned for the next chapter which are the Introduction, Literature review, Methodology, Findings and Data Analysis and lastly Conclusion and Recommendations.

CHAPTER II

LITERATURE REVIEW

In this chapter, the following reviews are comprised of the literatures on definition of Job Rotation, Job Satisfaction and Knowledge Sharing that will be used in this study and the literatures relating to Key success factor of Knowledge Sharing in Job Rotation.

Therefore, the literature review is presented in 3 parts,

Firstly, the definition, type, advantages, and disadvantages of job rotation in the organization and its important for the organization to use this strategy for improving their organization.

Secondly, Job satisfaction of the employees and its affected to their performance on their job and also with the organization.

Lastly, Knowledge sharing process that has affected and also the key to the process that has a high impact in job rotation which leads to job satisfaction of employees.

2.1 Job Rotation

Nowadays job rotation was selected to use by the organization for developing their human resource. For increasing the morale and motivation of the employees, the rotation is the one of effective selection for abandon the employee from going through the same responsibility and the boredom in their job for long periods of time also effect and make the employees gain new skills, new experiences form the new work field. Job rotation also the one the tools that helping the organization learning and knowing about the individual's expertise of each employee and their function.

Job rotation can be prescribed as working for the period of time at different tasks or positions for allowing their employees to obtain a wide range of knowledge, skills, and competencies including expertise on each job. Job rotation also is the easiest and low cost way to improve team performance and individual development in them of human resources. Job rotation provides abundant benefit including cross-trained workforce, reduce monotony and redundancy, reduce stress from working on the same job for the long period, increase motivation and innovation that will come from the idea of the employee that was selected to rotate to the new job positioning and find something in new aspect that the longtime experience employee may not see or out of focused, new aspect for work also increase the ability to handle changes. (Wen-Hsien Ho, 2009)

Moreover, job rotation was designed for the employees in order to study the new skills from job rotation in the different departments, helped to eliminate employee exhaust affected by uninteresting job by changing each task; the challenge of the new tasks can re-inspire an employee's passion for work, also adjust employee attitude to increase the benefit of their work.

Job rotation process can separate into two types which are task rotation and position rotation that can be described in the following details

2.1.1 Position Rotation

In position rotation means the employee who was promoted will move their responsibility job to the others function. That will have a benefit of making employees have more understand the related department and have the new things to learn in management. This process sometimes also provides a beneficial incentive for their employees that need to improve themselves and making them having the pathway to go to the upper level of management. This type rotation more rotated in term of vertical rotation for moving the employees resulting in promoting.

2.1.2 Task rotation

In task rotation, the employee who was in task rotation process will be assigned to the new task to do. It means that this process will help them challenging and motivated to learn new knowledge. This type rotation rotated in term of horizontal rotation for provide them have more range of skills and expertise in a wide range of knowledge.

Both types of job rotation process can motivate employees to stay longer in the organization which can encourage the employees more understand in the other task or position that they were assigned to rotate. Moreover, also can help the employees improve their skill and gain more experience from rotation.

From the employers' perspective, in various literature review describe that organizational theorists have encouraged recurrent rotation as a means of deducting exhaust and monotony on production jobs to sustain and increase performance in production (Miller, Dhaliwal, & Magas, 1973) also moderately recurrent rotation after the first employment as a means of orientation and placement (Wexley & Latham, 1981).

Job rotation is one of the tools that were used for internal development in the organization. Moreover to helping a board knowledge sharing between department in the organization. In various case studies define that job rotation give a lot of benefit for employees and organization, for example, reduce boredom and monotony, reduce work stress, lower turnover rates and increase ability to handle changes etc. (Donald D. & Phyllis M., 2000) The process of job rotation helps employees challenged and motivated, as well as to provide tangible benefits to the organization. Job rotation also increasing on each individual to obtain more working experience in various parts of the business and to broaden their perspective (Huang, 1999). Moreover, this tools also the tools that most of the organization using in between the process of transition that can also use knowledge sharing for helping to develop skill or expertise of their employee.

However, in some aspect shows that it more challenge and also have a risk if the rotation process was not well-organized. That could be the threat that leads to unsuccessful in the rotation process. There is several potentials challenge of job

rotation that caused job rotation leads to may which is the experienced worker who has not willingness learn new types of work, inappropriate use of job rotation by upper management level also training or knowledge sharing among rotated employee.

So, the job rotation in the organization still has the various ways to selected and each organization also has many ways to rotate their employees which also have an impact on the employee's satisfaction among job rotation. The good management for job rotation will impact the job satisfaction of their employees in job rotation.

2.2 Job Satisfaction

Job satisfaction presents a combining of pros and cons feelings that the employees have towards their job. Meanwhile, when the employees have been employed in the organization, take with the passionate, needs and experiences which determinate expectations that they have abandoned. In addition, it also demonstrates to an extent and matches their incentive. Satisfaction in the job is nearly related to the behavior of employees in the workplace (Davis, 1985).

Job satisfaction also refers to an individual's perspective in regards to the individual's job. (Locke, 1976) It is the employees' sense of achievement and success in their job that drives their motivation to do the job. High satisfaction level is generally linked to their performance together with their own work-life. Job satisfaction indicates to do a job with happiness, doing it well and being rewarded for their effort. Job satisfaction also indicates enthusiasm and enjoyment with the employees' work. Moreover, it is an essential component that influences recognition and promotion which leads to a sense of accomplishment (Kaliski, 2007). If the employees have a high level of job satisfaction in their job, it will represent the benefit to both of the employees themselves and the organization.

In job rotation, Individual satisfaction also one of the keys that selected to including for discussion. Job rotation is also known as the key factor for job satisfaction (Bassay, 2000). The employee who was selected to rotated into the new

position or task, the several research showed that most of the employee that have work for the same task or position for long period will please to rotated for the new position or task that was assigned

As the aforementioned in many literature reviews have indicated an unusually high affected on the job satisfaction on the motivation of the employees, while the level of motivation has an impact on productivity, and also on the performance of business organizations. So it causes and factors that make the quality of job performance down if the employees have unwilling to do their job. One of the key factors is about the processing of management in knowledge sharing in the organization or knowledge sharing which will help employees more satisfied if the processing of knowledge sharing has well-managed which leads to the employees have more highly satisfied in their job.

2.3 Knowledge Sharing

Knowledge management or knowledge sharing is the process of capturing, storing, sharing, and using knowledge. (Jae-NamLee, 2001) including the process to transfer vital data and information both tacit and explicit knowledge from one person, group or organization to another. Job rotation also one of the processes that including knowledge sharing to drive the processing. In job rotation, knowledge sharing is the vital keys that the organization expected from this process. The main objective of job rotation is needed their employees can have widespread in lateral knowledge, gain more experience via rotated in the organization and reducing boredom, monotony and increase motivation by learning the new task or knowledge between job. So knowledge sharing is the key in job rotation that was expected the beneficial result in the term of human resource management.

Typically, Knowledge sharing process including two parts which is knowledge sending and knowledge receiving (Gupta & Govin-darjan, 2000). The knowledge sharing will be the most effective way means that the receiver can use and adapted the knowledge that the sender was sent to complete their works totally

complete. However, the knowledge recipients can prohibit the transfer because of insufficient absorptive capacity (Cohen and Levinthal, 1990) or deficient of motivation. The internal factors that may occur among knowledge transfer may come from senders or receivers themselves. Including the roles of senders and receivers in the knowledge sharing process, the prior educational background, and the recipients and senders' enjoyment in the knowledge sharing process.

For knowledge sharing in job rotation means that the knowledge sharing in job rotation will most effective when the employees of two-sided who were rotated that have full ability to transfer their knowledge to one another. They can adopt the knowledge that was transferred and completely understand and adapted for their work. Moreover, there are various papers that knowledge sharing will most beneficial when the role of the senders and receivers were doing well for their role will make knowledge sharing process completely successful. Moreover, the willingness of both sided also can influence to the process.

In summary, the still have a several of literature that mentioned about the factors in job rotation on job satisfaction that were shown on the table below.

Table 2.1 The survey of the literature of the factors in job rotation on job satisfaction

Factors	References	Frequency
Knowledge Sharing or Training Program	<ul style="list-style-type: none"> - Job Rotation from the Employees' Point of View (Huang, H. J., 1999) - Job Rotation By Donald D. and Phyllis M. King (2002) - The Effects of Job Rotation Practices on Motivation: A Research on Managers in the Automotive Organizations (Kurtulus K.,2010) - Job Rotation: An Effective Tool to Transfer the Tacit Knowledge within an Enterprise (Honglei L., Congjie Y., 2015) - Impacts of job rotations and employees' performances In manufacturing companies: nigeria (Austin O., Lawrence N.,2015) - On the incentive effects of job rotation (Hendrik H., Svetlana K., 2017) 	6
Leader	<ul style="list-style-type: none"> - Job Rotation By Donald D. and Phyllis M. King (2002) 	1
Role of senders and recipients	<ul style="list-style-type: none"> - Knowledge adoption: The influential factors in the process (Suphong C.,Vichita V., 2015) 	1
Willingness or Enjoyment	<ul style="list-style-type: none"> - Effects of job rotation and role stress among nurses on job satisfaction and organizational commitment (Wen-Hsien H., Ching Sheng.C., Ying-Ling S., Rong-Da L.,2009) 	3

Table 2.1 The survey of the literature of the factors in job rotation on job satisfaction (cont.)

Factors	References	Frequency
Willingness or Enjoyment (cont.)	<ul style="list-style-type: none"> - Modeling job rotation in manufacturing systems: The study of Employee' s boredom and skill variations (Nader A., Saeed Z., Ming L., 2009) - Motivations of employees' knowledge sharing behaviors: A self-determination perspective (Wei-Tsong W., Ya-Pei H., 2014) 	
Education background	- Job Rotation from the Employees' Point of View (Huang, H. J., 1999)	1

From the table, the knowledge sharing factor on job rotation show the most effect on job rotation so in this research will be discussed on this factor with the representatives of private employees who were work at the big Thai company to find the factors that may help knowledge sharing in the organization go well and make all of the employees increase their job satisfaction.



Figure 2.1 Knowledge Sharing among Job rotation processing

CHAPTER III

RESEARCH METHODOLOGY

This research takes the form of the qualitative analysis method. This method provides the data collection and information about deep understanding in the scope of this research.

The qualitative research will conduct with an open-end question to gain deep information from the interviewees. This method will help to access the perspective of research interviewees which can attribute to development of an understanding of the meaning that people dedicate to individuals' experiences. Also help researcher to understand how and why such behavior has affected in the topic of the research discussed. (Sutton, J. and Austin, Z., 2015) The interviewee can express their thought and their own perspective. For using this method make the researcher understand about the employee satisfaction among their job rotation experience and analyst the key factors from knowledge sharing process influenced and improved job rotation that lead to increase job satisfaction.

3.1 The Data Collection

The data from this research will be collected from 20 employees who have been working in Siamkraft industry co., Ltd and have experienced in job rotation within 3 years, both of task rotation and position rotation. This group of interviewees will provide information about their own experience among job rotation and knowledge sharing between prior employees who were work before and in between transfer knowledge.

CHAPTER IV

FINDINGS AND DATA ANALYSIS

This chapter contains the summary of the key finding from the data analysis by one-to-one interviews to and it's comprised of the perception of the interviewees on their knowledge sharing among job rotation which affected on job satisfaction. For helping the organization to improve their existing knowledge sharing or the training program which can influence the employees to have more satisfaction in job rotation.

From the interviewing 20 interviewees who has worked for Siamkraft co.,ltd and also has an opportunity to rotation in the factor that most significantly affected to knowledge sharing process in job rotation is knowledge sharing or the training program in an organization which can conclude in the in 3 aspects as the following

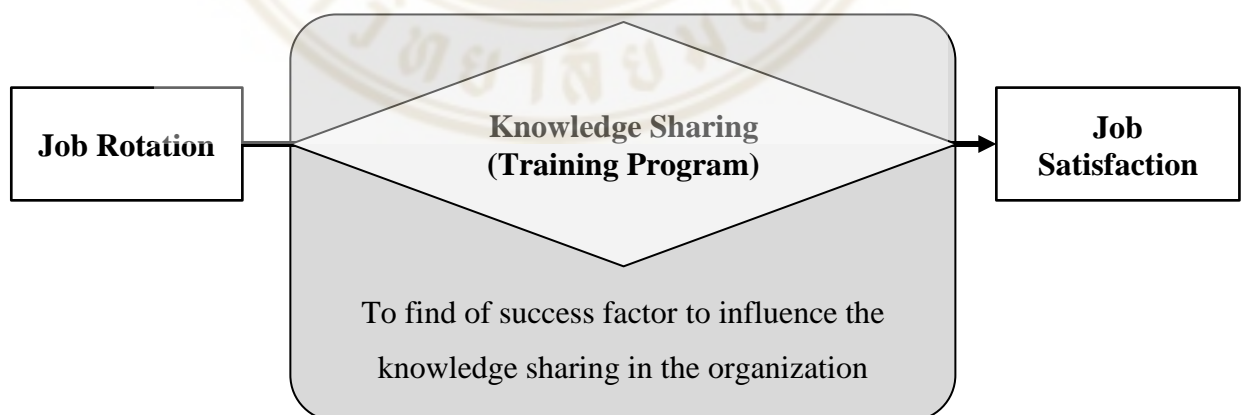


Figure 4.1 Question framework of Knowledge Sharing among Job Rotation

4.1 Process of knowledge sharing

The employees who were selected to interview proposed to have the more systematic processing among job rotation. The process means that they are required to know about the status of each process which means since the rotation name's list was announced then what the process next to deal with.

Processing between transition parts is the most important for the employees. They thought that the process of sharing knowledge still be a great impact for them. In the present knowledge sharing or training program in the organization still not working well in the most interviewees' perspective. They thought that the knowledge that must be transferred is not fully transferred in the appropriated way. Some of the knowledge that critical to shared or transfer are inadequate to share and missing in between process of sharing. Moreover, the others factors that also have a great affected among processing are including the role of leader to the rotated employee. The interviewees have concerned about the thought of leader that they don't exactly know what the direction that leader wants them to do among job rotation. The objective was obviously not clear for the subordinate in the direction for going or taking the new responsibility. This unclear situation also came up with silence mode from the upper leader level. The upper management level may have clear direction nevertheless these messages are not allowed to communicate to the lower level or they communicated but the contents are not clear and the following cannot follow with their direction that makes them have no clear direction to follow.

Even the employee who was selected to rotated knowing the situation that it was the company policy to rotation the employee among department although they still need to be clear direction from leader themselves about objective to shared understanding together. They also need support from their leader in order to sharing the knowledge among department.

In addition, the process of selecting the employees to rotate is also the high impact issues that make the employee lost they're satisfied in their job. The process of selecting was designed and set the criteria based on time engagement of each employee as the first priority to choose. Also, this process is mostly having direct

decision from the upper level and not asking for the willingness or enjoyment of employees first. Actually, they've asked but after selected. So this situation makes these employees feeling negative to job rotation process and lead to job dissatisfaction. Then as the roles of sender and receiver in knowledge sharing process after they have the negative perspective so they can act their role not fully please and also makes the knowledge sharing process running with ineffectiveness.

“I need to know the clear direction from leader so I can manage myself to achieve that goals. I like to do it in my own way just tell me what they want from me”

“Sometime I think the knowledge that I was taken wasn't enough to doing the new responsibility. Moreover, the knowledge is not appropriated shared and I cannot surely that the sender don't exactly know what to shared and is it enough?”

Technical solutions officer, 32 years

“I have selected rotated without asking my willingness before and it makes me feel bad with this responsibility”

New Product Development officer, 32 years

“Only 3 years working in this job experience I feel great to continue my working then they rotate me again. Sometime I just need my position stable for a while the move”

Technical Solutions officer, 32 years

“Even the direction from leader is was not clear so what should I do”

Marketing officer, 29 years

4.2 Time (Period of Time)

For the time processing or the period of time among job rotation process, the thing that most impact for knowledge sharing is a time of period. Some of interviewees have the based different education that required time and specific knowledge that take much times for deep understanding including practicing before working the real job. Based education or previous job also one of high impact factor for each employee in process of knowledge sharing. Those who have related education background need less time for learning the new responsibility on the other hand who are in the new position that are not related with their previous job or their based education background will take more time and need more support. The support that the employees mention also including the supporting from their leader and their colleges in order to open their minds to supporting them in the way for the new position. They proposed to have more time in knowledge sharing process which means that they needs their old and new leader provide them the specific of time or the clear timeline in this process that they will management themselves between their old and new job. Moreover, the college who willing to provide their time to helping or managing

In the existing process of job rotation, there has no specific timing or the period of time among knowledge sharing in job rotation also with the timing that not appropriated among job rotation make employees have the limit of time to clearing the old responsibility and taking the new role and responsibility. Most of interviews said they have only 2 months maximum to clear their old and new job at the same time moreover the time period was start since they were announced to rotate the job and it not have the obviously period of time for the processing of knowledge sharing or the training program.

In addition, timing that the employees were noticed they were rotated. The period of time before it will officially announce to job rotate was too short. In the employees' perspective, they thought that they have limit of time to prepare themselves before job rotate also with the process of transfer need times to manage before transferred. Some function or position that need to contact or coordinated with many stakeholders also took much time to transfer. For example, Position of sales

representative, this function has many customers on hand as well as the other function that need to contact with. So in the transition of job rotate they need times not only to transfer their main responsibility but also with the other activities such as customer's data, customer behavior, etc.

The role of senders who have to share knowledge to the receivers, the employees also expect that they have adequate time for them to transfer the task or knowledge that important for the new job as well as the time that was provided is will including time for practicing and time for questioning for the new responsibility.

“I have limit of time among job rotation. I'm so worrying about my old task that still not finishes and need to transfer to the new that will take and also have to study the new knowledge that I need to take responsibility. So if they allow me more time I think I and can doing it better”

Technical Solutions Officer, 30 years

“I don't want to use my time for the old responsibility much more than the new one because if I can manage my old one effectively so I will have the time for learning the new thing”

Technical Solutions Officer, 26 years

“Sometime when I have to transfer my task to the one who never working related on this task before it makes me upset and take much time to explain about my task”

Technical Solutions Officer, 28 years

“I need time for learning and studying my new responsibility as soon as possible”

Facing Sales Executive, 33 years

4.3 Tools for knowledge sharing

The knowledge of senders themselves also makes a great impact on the receivers. In job rotation, both sides of employees who were rotated also have to playing the role of senders and receivers. Some interviewees found that the sender who has to transfer their knowledge have no guideline when sharing the knowledge that makes them no specific knowledge to share and also make some critical knowledge lacking between sharing so the knowledge won't fully transfer effectively without tools or channel to share.

In present knowledge sharing among job rotation, the employees used their own experiences sharing for each other's via verbal sharing without specific data, or the kind of data that was setting as the standard. Only some critical specific data that have standard for example work instruction (WI), Job description (JD) Nevertheless, in reality among knowledge sharing process the senders still prefer using their own experience to share with via the presentation and discussion between the senders and receivers in knowledge transferred also with the on the job training. For on the job training, the tool which most used in the organization refers to the time period when the rotate process is limited. The employees who are the sender and receiver sometime have limited on the job site to fully transfer the knowledge which a lot of barrier on the job site for example the occasion, the period of time or the background knowledge of the received if the process of on the job training has settled too early for the session of the knowledge sharing fully completely which refer to the limited of period of time that makes these two sessions have been done in the short period. The employees think that the great tools will help knowledge was sharing effectively. The best tools will provide a specific timeline that suits for each employee on while this timeline also provides the overview that gives the whole direction for the employees to follow. The sharing skills also have an impact for knowledge sharing process. The leader, senders or colleague who lack of effectively sharing skills will make the employee also lack of motivation to doing their job. Moreover, essential knowledge in the role and responsibilities also effected to their motivation. Nowadays knowledge sharing or a

training program in organization also missing of the tools or channel that make the knowledge sharing process not effectively in the organization.

“I need the specific handbook or the training program that I can knowing the process among job rotation and can tracking myself that which knowledge I need to know or need to learning before taking the new responsibility”

Technical Solutions Officer, 25 years

“Something like a checklist or work plan will help”

Technical Solutions Officer, 25 years

“The clear direction or timeline of training program will help me tracking status of my knowledge that I have to received and learning”

New Product Development officer, 33 years

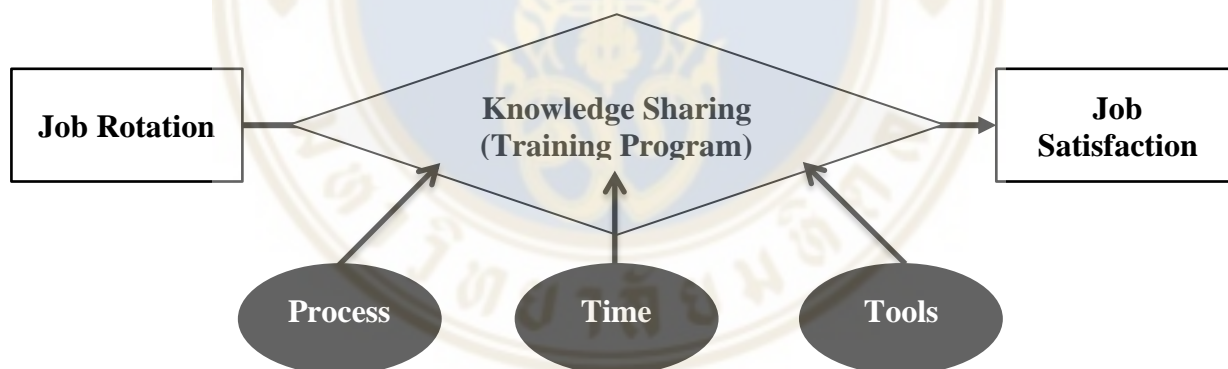


Figure 4.2 Key success factors from key finding to improve Knowledge Sharing in the organization

According to the framework, the framework shows the key success factors that help to improve the knowledge sharing in the organization consist of three aspects which are the processing of knowledge sharing, timing between knowledge sharing

and rotation and tools for knowledge sharing. With this three aspects will influence the knowledge sharing in the organization that can make job rotation the job rotation.

With these three parts, it can help develop the knowledge sharing process and help during the transition in job rotation effectively which results in the employees being more satisfied in their job.



CHAPTER V

CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

After launching the qualitative question to the selected employees for reflect about their perspective in knowledge sharing factors that help to improve their job satisfaction among job rotation. The key finding implies that the three aspects have related to their knowledge sharing factors so this chapter will provide the conclusion and recommendation for this research.

In knowledge sharing process or training program in the organization found that there is a lot of gap to improving in term of three aspects that were derived from the interview which are processing of knowledge sharing, Period of time (timing) and Tools. From this three aspects, if these three aspects can combine and be provide to good management for effective practice for job rotation process that would make a high great impact to the processing and make most satisfy for all employees.

In job rotation, the process of knowledge sharing and timing is highly related in many aspects which are the processing of sharing, processing of notification also processing of selecting employees to rotate. The reflect from employees shows that this processing requires the officially practical and the employees needs to know their status among each process. The employees need to have more process and willing to be the part of the process of making a decision also with needing their opinion for the user to choose the job of rotation including their education background, leader, colleague to involve with their opinion in selecting the job and then making the decision. Knowing in each process let the employees.

Moreover, the another main pain point of the employees also including the knowledge background also with the employees' perception about the job that they was rotated will not related to their background and will make them cannot working well after rotation process that they lacking between job rotation that because of

processing and the tools that were using among process still inadequate for knowledge transfer and make this process quite not effectively. The existing tools that were using, the presentation and discussion still not fully answering for best tools for the employees that required more specifics tools for each job. Timing with the effectively tools between knowledge transfer still not working well in some specific job. Some job needs the specific tools to gain more deep understanding with longer time to make it clear in deep detail of the job description and will help to gain more positive perspective in job rotation process and increase the employees' job satisfaction.

5.2 Recommendations

Firstly, From the key findings that were found, In each process of job rotation can separated into 4 processing which are selection process, notification process, knowledge sharing process and rotation process.

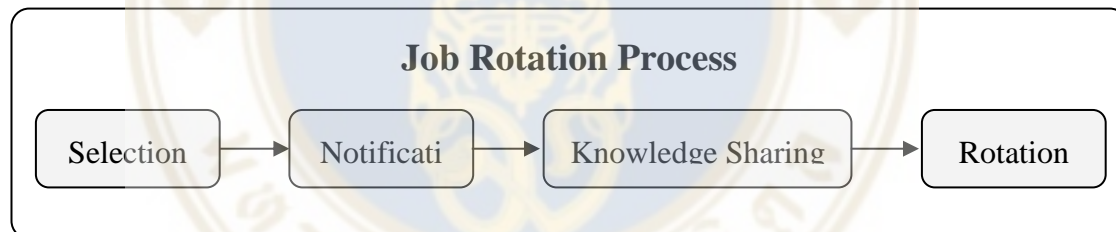


Figure 5.1 Job rotation process in the organization

5.2.1 Selection process

- Transparent Processing, this processing should have done with the transparent processing for
- Employees involved, the employees engage with all of the processing will help them have more positive thinking about the job rotation and willing to move.
- Questionnaire, for asking the volunteer or willingness of the employees and their perspective about job rotation will help the employees have more engaged with the policy which means that the employees can share their

idea in detail also their enjoyment or the willingness to move and the perspective about the new job or the positioning.

5.2.2 Notification process

- Early notification, To early notice the employees who were selected to rotate for preparing themselves to get the new job before rotating and provide timing for finding more the information about their new role and responsibility.
- Provide timeline and rotation step, in the notification process, should provide the specific timeline and the next step for employees to helping them clarify and preparing for clearing their existing job and ready for taking the new job in each in the period of time that was settled.

5.2.3 Knowledge sharing or training program

- Provide the wisely knowledge by using the management information system to collecting and rearrange the knowledge and the data for sharing among job rotation for helping the employees can access the data and gain more knowledge by themselves.
- Developing user-friendly knowledge management systems for providing the convenience to the employees.
- Settle a specific and adequate timeline for knowledge sharing or training program for highly effective for them.
- Provide the specific program or settle a standard work for each role and responsibility for well and easy management among knowledge sharing.

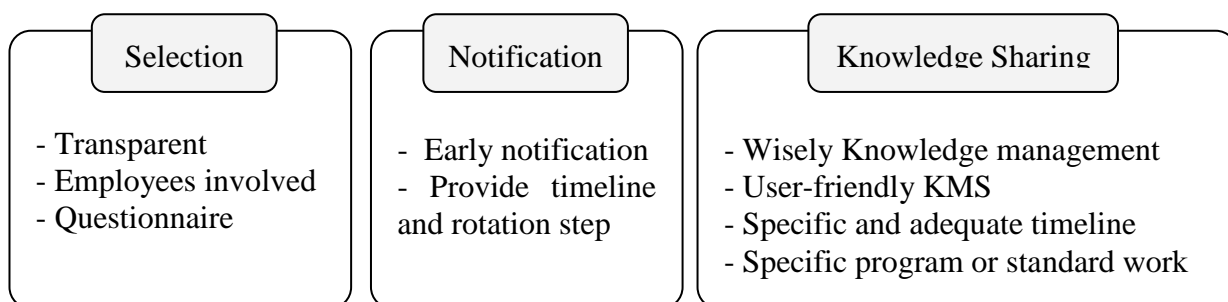


Figure 5.2 Summary of recommendation

5.3 Limitation

There are several limitation and barrier in this thematic paper which are

Firstly, the limitation of the group of the interviewer that selected form the single company which is Siamkraft industry co., Ltd in only Bangkok area also with the employees who were selected to interview has only 20 employees in 4 sections which are Technical Solutions, New Product Development Solutions, Sales Executives and Marketing Department.

Secondly, most of the interviewees have the same knowledge background and working for many years also with the age range of the interviewees. Even they have been rotated for several times (average 2-3 times) they may have lost some fresh moment between job rotation and knowledge sharing at that time. Because the organization has no the data record about knowledge sharing.

Lastly, in this thematic paper may require more wide range positioning and the work area based to interview.

5.4 Future Research

The future research for this thematic paper may emphasize on each key finding from this thematic paper to deep understanding and developing to improve the knowledge sharing process and will help the organization to provide engagement with the employees in term of job rotation for increase job satisfaction. Also with expanding the age range generation for interviewing and collecting the data for having more wide rage about the perspective

Moreover, Extended in the data analysis with the quantitative analysis method for more statistic data.

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APPENDIX A: Interview Questions

Demographic Question

- Age
- Gender
- Work Experienced
- Education Background
- Existing job positioning and responsibility

Interview Questions

1. How do you feel about the job rotation?
2. What expectation from your job rotation?
3. How satisfaction on your existing job?
4. How to increase your existing job satisfaction?
5. What the main factor in job rotation process that most impact to your satisfaction?
6. Please share the process of knowledge transfer that you have experience from the previous rotation
7. From previous knowledge transfer, what the gap to improve that will affect your job rotation?
8. What is your ideal knowledge sharing that you prefer?
9. Have your senior level have involved in the process of knowledge sharing among job rotation
10. Have you ever thought that the knowledge that you got from existing knowledge sharing is adequate to improved your new positioning from job rotation?