KNOWLEDGE SHARING BARRIERS
BETWEEN GENERATIONS IN THAI ORGANIZATIONS

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ABSTRACT

The length of employment life for younger generation is getting shorten nowadays. One of the major reasons is due to the conflict or difficulty to work in the organization especially for those strong culture nations like Asian countries. Thailand is one of the nations that employees have difficult time to work with others. So the Thai organization must try to find a suitable solution that would help maintain and attract new employees to stay with them as long as possible because hiring new employees every one to two years can be costly. Along with the organizations cannot retrieve the best performances out from those employees. Currently, many Thai organizations do not pay much attention to "knowledge transfer / sharing". This lack of attentions causes the "knowledge sharing barriers (KSBs) to build up within the organization such as conflicts between employees, no employees' improvements, shorter employee lifetime with the organization, etc.

This paper will help identify the knowledge sharing barriers in Thai organizations and verifying the causes of those existing barriers as well as the suitable solutions to help reducing those barriers by using qualitative research method and collect data from top managements from the sample organization.

KEY WORDS: Knowledge transfer, knowledge sharing, knowledge sharing barriers

30 pages

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CHAPTER I
INTRODUCTION

Every organization has its own culture and each culture may not be suitable for every employee. The culture of organization will reflect the business' characteristics that an organization operates. The culture also differs depending on the organization's location, employees' nationalities, employees' age and top managements point of views. For example, a multi international organization such as "Exxon Mobil" may have different organization culture depending on its location operates between Thailand and United States.

The main motivation of conducting this research is that nowadays there are many internal conflicts within the strong Thai culture organization. Those conflicts are decreasing the good working atmosphere especially for the younger generations who are newly starting the jobs. The causes of those conflicts are coming from improper methods that they use knowledge transfer in an organization. These improper methods can be called as "the barriers or knowledge transfer / sharing barriers (KSBs)". Therefore, it is very crucial for every Thai organization to start managing the correct method(s) to conduct the least KSBs in their organizations to preserve those new generation employees to stay in the organizations as long as possible.

This paper will be discussed on the ideal of defining "knowledge transfer barriers in Thai organization". However, the paper will begin with literature reviews by summarizing the existing theories on knowledge management including knowledge create, knowledge transfer, knowledge storage & retrieval and knowledge application, but will mainly focus on the knowledge transfer / sharing and KSBs topics. Later on, the paper will identify the three main types of KSBs in the common organizations as well as the KSB factors that existing in Thai organizations. After that, the paper will identify research methodology that used to collect data and verifying the interviewees in details such as their current working position and what roles do they have towards KSBs in their organization. Next on the paper, it will be the data analysis part that will

analyze the findings from the interviewees work experiences. Then, related back to the theories that have explained during the literature review section on how KSBs in Thai organization can be reduce based from existing theories from other researches. Lastly, the paper will provide the future recommendations and conclusion of the research on the possible solutions to reduce the KSBs in Thai organizations based from the interviewees' experiences and knowledge management strategies those are commons to the world.

CHAPTER II
LITERATURE REVIEW

Every organization needs a sustainable way to maintain the business process. Knowledge Management is one of the crucial factors and tools for business sustainability. Each organization also has their own method of manage and maintaining the knowledge in the firm (Vathanophas and Chirawattanakij, 2012). In 1994, Nonaka provided a definition of knowledge stated that "Knowledge is a justified personal belief that increases an individual's capacity to take effective action" (Alavi, 1999, p.5). The process of utilizing knowledge in the organization is called, "knowledge management". As Alavi & Leidner stated that knowledge management in organization consists of four knowledge processes, which are (1) knowledge creation (also referred to as construction), (2) knowledge storage/retrieval, (3) know transfer and (4) knowledge application (Alavi & Leidner, 2001).

Alavi and Leidner also explained further that knowledge creation in organization involves developing new content or replacing existing content within the organization's explicit and tacit knowledge (Alavi and Leidner, 2001). First of all, explicit knowledge are those knowledge that can be extracted into words, numbers, data, specifications and manuals. Explicit knowledge also can be easily communicated from one person to another, which make explicit knowledge more understandable to learn from. Unlike tacit knowledge that cannot be simply communicated and extract into words, numbers or any formal formats. Tacit knowledge are those knowledge that are very interpersonal or individual based such as experiences, ideals, values or emotions. Tacit knowledge are usually contribute overtime that a person spent on the job and task. As for tacit knowledge, there are also two dimensions that it can be expressed into which called technical and cognitive dimension. The technical dimensions of tacit knowledge are knowledge such as personal skills which often called "know-how". However for cognitive dimension of tacit knowledge are those

knowledge that are more internal and harder to get such as briefs, values or emotions of the person. (Nonaka and Konno, 1998).

Many knowledge will be generate and learn throughout time within the organization However, many of them will also be left out and forget overtime along the process. Therefore, knowledge storage and retrieval will act as an organization's memory to store useful knowledge (storage) and provide them whenever the employees in the organization need them (retrieval). Nowadays this process is done by using technology to make it more effective and convenience for users (Alavi and Leidner, 2001).

Knowledge transfer is the transfer of knowledge from one individual to another. The important of knowledge transfer is transferring the knowledge to locations where it is needed and can be used. As well as communication processes and information flows are the key drivers' of knowledge transfer process in the organization. Alavi and Leidner stated that knowledge transfer channels can be informal or formal and personal or impersonal (Alavi and Leidner, 2001, p.120). The example of informal methods is such as unscheduled meetings, informal seminars, or coffee break conversation. However, the example of formal methods of knowledge transfer is such as training sessions, plant tours or apprenticeships (Alavi and Leidner, 2001).

The last knowledge process is the knowledge application. Knowledge application needs three main primary mechanisms to create successful knowledge management system in the organization which are directives, organizational routines and self-contained task teams. Knowledge application usually contains technology and IT support by embedding knowledge into an organization's routine cultures to make the routine tasks easier to manage for everyone (Alavi and Leidner, 2001).

Nonetheless every organization has their ways of transfer or sharing their "know-how" from employee to employee. Those "know-how" can be both tangible and in-tangible depending on the type that it is classified. This "know-how" is simply called as the "knowledge". Knowledge can be in many different forms and carry out in many ways such as organization culture and identify routines, policies, systems or documents. This knowledge can create competitive advantage in long-term for the organization if it is manage and transfer in correct and appropriate methods (Alavi and

Leidner, 2001). That is why knowledge transfer becomes one of important factor for long-term organization sustainability. It is also very difficult to obtain the most effective and sustainable knowledge transfer process due to many interruptions such as knowledge barriers, knowledge gap, etc.

However, this paper will focus on the knowledge transfer process and deeply analyze the ideal of knowledge sharing barriers in Thai organizations. According to Signh & Neha, knowledge sharing barriers (KSBs) is those obstruct variables in knowledge transfer process in the organization (Sharma, Signh and Neha, 2012). In 2005, Riege has categorized knowledge sharing barriers into three categories which are; (1) individual KSBs, (2) organization KSBs and (3) technological KSBs (Riege, 2005). Riege said that individual barriers are one of the biggest challenges in knowledge sharing. Riege said that to have right knowledge from the right people to the right people at the right time being is the hardest thing to accomplish (Riege, 2005). However the environment and conditions are the key issues that cause organization KSBs. Therefore, the organization must provide the right and suitable working environment and conditions for employees to work in to minimize the organization KSBs (Riege, 2005). Furthermore, the KSBs in combinations from individual and organization is called a technology challenge. Technology challenge involves interactions between human and technology to simplify knowledge sharing in an organization. Many organizations realize that it is very challenging to create a working environment that will make employees to share their knowledge and make use of what other employees' knowledge. Technology will play a role to connect those knowledge and employees as well as granting an instant access of data and information to enable long distance communication for large organizations those have branches worldwide (Riege, 2005).

Many researchers have their own summary upon KSBs, but the main typical barriers are still based on these three types of KSBs (individual, organization and technology). As for Richard J. Barson, Gillian Foster, Thomas Struck, Svetan Ratchev, Kulwant Pawar, Fithjof Weber and Michael Wunram stated in their paper on "inter and intra organization barriers to sharing knowledge in the extended supply chain on 2000 that the barriers to knowledge sharing in organization are consisting of the following based on the three types of KSBs:

Table 2.1: Barriers to knowledge sharing and knowledge management (R. J. Barson, G. Foster, T. Struck, S. Ratchev, K. Pawar, Fithjof Weber and M. Wunram, 2000, pp. 4)

Technology	Organization	Individual
Existing Resources		
Available Technology	Rewards	
Legacy Systems	Culture	
	Targeting	Internal resistance
	Costs	Self interest
	Proprietary Knowledge	Trust
	Distance	Risk
		Fear of exploitation
		Fear of contamination

Moreover, some researchers have emphasized out on KSBs into barrier number factors. The range is varied from less than ten factors up to thirty factors depending on how deep of the analysis on that specific research paper. The table below is the summarized table of three researchers who have listed out the KSB factors into barrier number.

Table 2.2: The Summary of Knowledge Sharing Barrier Factors from three researchers, (B.P. Sharma, M.D. Sing and Neha, 2012, pp. 2)

	Barson et al. (2000)	Signh & Kant (2008)	Josji et al. (2012)
1. Lack of top management	√	√	√
2. KM is not well understood			√
3. Lack of integration of KM			√
4. Lack of financial resources	√		

5. Lack of organization culture	√	√	√
6. Lack of transparent reward system	√	√	
7. Lack of infrastructure supporting KS		√	√
8. Lack of trust	√		√
9. Lack of training			√
10. Unrealistic expectation of employees			√
11. Reluctance to use IT system		√	
12. Staff defection and retirement		√	
13. Lack of integration of IT system	√	√	
14. Age differences	√	√	√
15. Differences in national culture	√		√
16. Lack of social network			
17. Insufficient analysis of past mistakes			
18. Unawareness about new technologies and systems	√	√	

From the table above, it has shown that from the three research papers there are similarity on the "the lack of top management" and "the lack of organizational culture". These two factors are the most critical factors that cause KSBs in the organization. Therefore, the organization must have the support of these two factors first to enable the successful knowledge sharing / transfer process in the organization. In addition, this paper agrees with the main causes of the KSBs that comes from "top management" and "organization culture" especially in Thai organization based from the author's and interviewees' experiences, which will be discuss later the findings topic throughout the paper. However based from the two tables above, the summary from table 2 is easier to understand and simpler to detect problems due to clear the issues are listed into the category where it belongs. So the problems can be solved based on the KSBs main topics where the barrier factors felt into.

Another important barrier for knowledge transfer in Thai organization is a generation gap of employees. There are four generations in today's organization, which are the Silents, Baby Boomers, Gen Xers and Gen Yers. Each generation also

has their own briefs and characteristics towards the organizations. Therefore, the organizations must find suitable solutions to make different generations to be able to work together.

Table 2.3: The Four Generation Generational Characteristics (The Ken Blanchard Companies, 2009)

GENERATIONS' CHARACTERISTICS	
The Silents (1925-1945)	**Baby Boomers (1946-1964)**
- Worked together toward a common goal - Delayed gratification - Self-sacrifice for greater good - Are patriotic and civic-minded - Tend to be conservative; risk adverse - Are dependable, reliable and self-reliant - Have obedience and respect for authority - Have strong work ethic – work is duty - Value dedication and commitment - Value tradition, rules and conformity - Are considered forerunners, trendsetter and pacesetters for Baby Boomers	- Pursues personal gratification at expense to others - Self-enlightenment – search spirituality and meaning of life - Believe in growth and expansion - More liberal and idealistic - Make the world a better place - Competitive - Celebrate individualism - Internally motivated - Optimistic – see the world in terms of infinite possibilities - Team orientation - Personal growth - Involvement - Work defines who they are

Gen Xers (1965-1976)	Gen Yers (1977-1994)
• May appear disillusioned, defensive; want high quality of life • Self-reliant and resourceful • Think and act according to their instructs • May listen to counsel, but make own decisions • Emotionally neglected by parents (first generation latchkey kids left on their own by divorced and/or working parents) • Individualistic and diverse (ethically, culturally, attitudinally) • Independent, resilient and adaptable • Techno literate (grew up with PCs, VCRs and video games) • Entrepreneurial spirit • Work-life balance a priority • Informality • Results oriented • Global thinkers	• Civic-minded and like to be involved in community • Celebrate diversity • Individualistic • More narcissist than previous generations – not good at taking criticism • Independent and open-minded; optimistic • Display confidence and sense entitlement have high expectations of self • Grew up feeling special – coddled and protected by parents and society have distorted view between self-esteem and reality • "Been there. Done that". Attitude • Want to know they are making a difference – local and global • 40% raised in single parent households; are 4-5 times more likely to have experienced divorce than previous generations

The following table is represented each generation unique characteristics, which will be apply and explain more on the findings section.

CHAPTER III
RESEARCH METHODOLOGY

Degu and Yigzaw simply stated that "Research is a systematic search for information and new knowledge" (Getu Degu and Tegbar Yigzaw, 2006, p.2). Degu and Yigsaw also explained further regarding with the two main types of research methods those are commonly used in today's world, which are "Quantitative and Qualitative" research methods. Quantitative research is the form of research methods that was found first in sciences. The data can be gather by observing and measuring in the way that provided numerical data and these data can be reuse by other researchers for analysis such as running the calculation from data gathered to find statistics, means, etc. (Getu Degu and Tegbar Yigsaw, 2006). Unlike Qualitative research, the method is more descriptive and involved with behaviors. The behaviors could be both human and non-human contexts. Qualitative research usually helps us to understand why the way things are the way are by answering the "why" and "how" questions in the world (Getu Degu and Tegbar Yigsaw, 2006). The qualitative research can be done by such as interviews, focus groups, observations without asking any questions.

The research methodology that this research paper used was only qualitative method. The reason is because that to answer the key questions of this paper, we need to collect data by interviewing the experts from vary departments in the organization. By selecting an interview method, it is the easiest and fastest method to compute the analysis results with the limited time. In an interview, the questioning method that is used to conduct interview questions is called "Socratic questioning". Dr. Keith S. Dobson provided a definition of Socratic questioning that stated that by using Socratic questioning it involves asking strategic questions to understand clients' perspectives and help them work out solutions to their problems. (Keith S. Dobson, n.d.). By using a Socratic questioning method, it helped conduct effective interview questions that will help gathering useful information from interviewees and benefits

towards the findings. There are seven types of Socratic questions that Paul R. stated with example questions on the table below.

For this paper, there were four types of Socratic questions that used to conduct interview questions which are questions that probe reasons and evidence, question about viewpoints and perspectives, questions that probe implications and consequences and questions about the questions. The questions those were used in the interviews are as the followings:

1. What is "knowledge transfer" in your point of view?
2. What would be examples of "knowledge transfer" in your department?
3. What is/are the major knowledge transfer/sharing barriers in your department?
4. What could be the reasons that you think it caused those barriers?
5. How does it affect the work process / work environment / atmosphere?
6. How do top management like you deal with this "knowledge transfer barriers" in your department?
7. How would you solve it and who would be the main beneficial after it has been fixed?

As for the interviewee's selection, this research paper has chosen the company called "Phatra Leasing Public Limited Company". The business nature of this company is providing fleet rental vehicles for customers. The company is listed as public company and also listed in the stock market. There are approximately 150 employees within the organization. Currently, there are 4 branches across Thailand which locates in Bangkok (Ratchada-Suthisarn area), Chon-buri (locates in Sriracha district), Chiang Mai (locates outer on super highway road) and Kon Kaen (locates in downtown). The reason of choosing this company is because it consists of many department. Therefore, the interviewees are selected from varies departments to generate wider and difference ideas towards "knowledge transfer barrier in Thai organization".

The five interviewees are as followings; (1) Mr. Thanan Suebsiri – the vice president of marketing and sales team 4, he manages the special products sale team such as leasing heavy equipment, small aircrafts and watercrafts & barges. (2) Ms. Pattarin Praserthai – Assistant Vice President of pricing management and credit

control. She manages the credit analysis of the customers and calculating the lease fees for each company. (3) Mr. Sompol Srikasikul – Assistant Vice President of marketing support and customer service department. He manages the automotive leasing strategies as well as manages the aftersales service for all the customers. (4) Mr. Danu Sukhavat – Vice President of Finance and Accounting department. He manages the major investment of the banks as well as monitors accounting activities between customers and the company. (5) Mr. Sootichai Sombatsiri – Vice President of marketing and sales team 1. He manages the automotive leasing activities in the company mostly with old customers.

CHAPTER IV
FINDINGS

4.1 Data Analysis

Based from the three main research questions ((1) what are the current KSBs in Thai organization, (2) what are the causes of those KSBs and (3) how to reduce those KSBs effectively) and the interviews' results; we have found that there are a few commonality that involves "generation gap" in transferring knowledge.

Table 4.1: The Commonality KSBs in knowledge sharing from three research papers

	Barson et al. (2000)	Signh & Kant (2008)	Josji et al. (2012)
1. Lack of top management	√	√	√
2. Lack of organization culture	√	√	√
3. Age differences	√	√	√

The table is shown that the "lack of top management", "lack of organization culture" and "age difference" factors are the commonality KSBs in the Thai organization. These three KSBs directly to "generation gap" issue due to the reason that top managements are mostly the oldest employees in the Thai organization. Therefore, sometimes that have different point of views on how they understand things in their life and their way of operating the business. Most of the strategies are originated from their beliefs and those often create the conflict with the way younger generations see how the business should be operate (related back to table 3 on how each generation has their beliefs towards the world). As well as the lack organizational culture in Thai organizations can be caused from the generation gaps. From the direct

observation in Thai organization, we will often see that each group of each generation usually group together to hang out. For example, employees who are age range between 21-28, 29-39 and 40-50 usually separate into groups and hang out together for lunch and after work. This situation is also another example of how generation gaps divide employees into major groups and lead to creating different organizational cultures in many Thai companies.

According from the interview's results, each interviewee have different opinions towards knowledge transfer and KSBs due to different type of work that they are dealing with. Starting with the beginning of the interviews, almost every interviewees had similar answers along the line of "the meaning of transferring knowledge from one person to another person, depending on the issues or topics of the knowledge and along with their work lines" unlike except one interviewee from the marketing support and customer service department. He stated that "knowledge sharing / transfer is the transfer of knowledge from one generation to another generation such as how to live on the world". He also extended further that each generation has different way to transfer their knowledge, which is depending on the human environment, social lifestyle, individual's knowledge, race, culture and type of business that will affect their way of the transferring knowledge. He also compares back to today's reality on how difficult each generation can obtain and transfer their knowledge. For example, he stated that the baby-boomer generation is the generation that starting to build their businesses up from the ground, therefore they have very little knowledge because education still was not such a big deal back that period, but they are very patient group of people due to they have to try trial and error on their businesses due to the limited knowledge that they had. Then, the generation X is the generation after that who always have been taught by their ancestors that they have to work hard and fight with everything in their life to be able to become successful with their life. Later on, the generation Y; they obtain everything from baby-boomer and generation X and during this generation education has become important to them because their ancestors start to realize the important of it. Thus they tend to be impatient and unwilling to learn new things in their life due to the comfortable lifestyle that their previous ancestors already provided for them. From this interview

question we can see that each generation will have different KSBs depending on the situation that they faced with their life mostly was individual factor barriers.
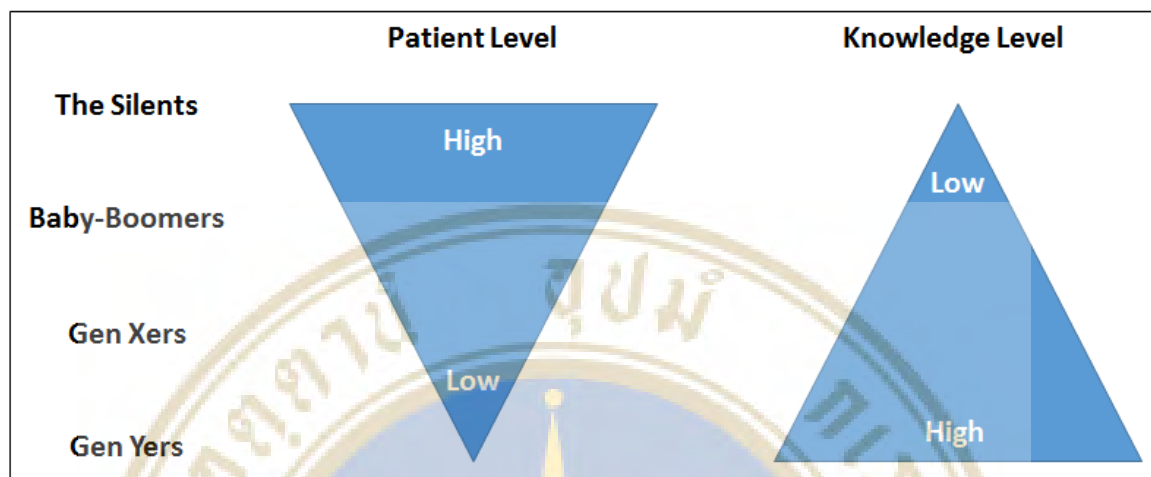

Figure 4.1: Patient & knowledge level of baby-boomer to gen-Y generation

Majority of the interviewees have given the examples based from the work process on how they will teach the novice employees in their department. However, one interviewee from the financial and accounting department has mentioned some interesting topic towards KSBs that he divided the knowledge transfer both senders and receivers into three generations which are (1) an old generation (age more than 45 years old), (2) a middle age generation (age range between 30-45 years old) and (3) the new generation (age range less than 30 years old). Mr. Danu stated that the KSBs for an old generation is mainly caused from the way they obtained knowledge. This generation has been taught (transfer knowledge) by memorizing without knowing the reason why they have to perform these specific tasks. Therefore, it limits their transferring of knowledge and will eventually build up the KSBs around them. Unlike the newer generations (middle age and new generation) who have been taught by learning by applying, which will cause less chance to produce KSBs during transferring knowledge.
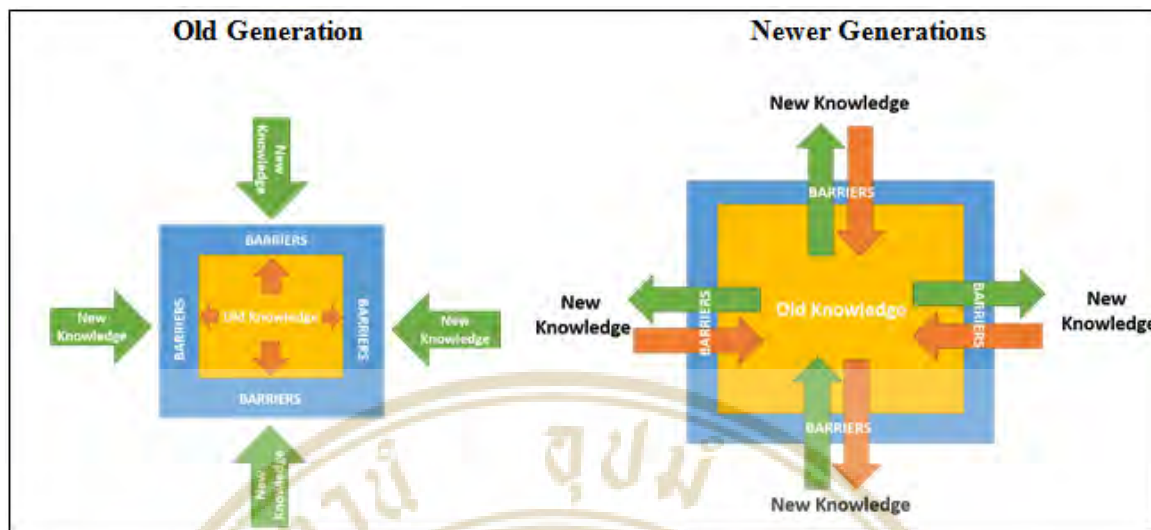
Figure 4.2: Old and New generation Knowledge Transfer Behaviors

As you can see from figure 4.2, the old generation has thicker barriers which will prevent the knowledge from transfer or share in and out within the individuals from that generation unlike the newer generations which their barriers are much thinner. So it allows the knowledge to transfer or share easier in and out within the individuals.

Regarding with the examples KSBs in the organization, the interviewees have given vary examples based on their true experiences. For instance, an interviewee from the credit control and pricing department has mentioned the KSBs upon the knowledge receivers' side. She said that there are two main types of novices employees that she has been dealt with. The first type is the "knowledge seeker" type. These types of novice employees have very low KSBs because she cans easily transfer or share knowledge to them and they will be willing to continue learning on their own contrasting with the other type which is called, "waiting for knowledge" employees. This type of novice employees do not like to learn on their own and only do what they have been told due to their behavior of KSBs in their mind-set. However, there was one interviewee who has provided examples quite differently. He looked at KSBs for in term of himself point of view and employees' point of view. As for his point of view, his KSBs is the limited knowledge of accounting experiences because his expertise is majorly on finance but he has been assigned to be the vice president of both departments. Therefore, he cannot transfer or share the accounting knowledge to

novice employees within his departments. As a result, he has to have a middle management person who is an expert in accounting to transfer the accounting knowledge for him to eliminate those KSBs. On the other hand, his employees' point of view of KSBs is quite similar to other interviewees. He said that majority of his employees are refusing to any changes or new knowledge. They like to stick with the old methods than acquire new knowledge as well as they have their mind set that anything news would add more workloads for them. In addition, another interviewee added that KSBs in his department also depending on the technology systems and organization's regulations. His department has to deal a lot of works with outsource companies and cannot share or transfer knowledge to them due to these reasons.

As for the main causes of KSBs in the organization, both majorities of the interviewees have explained stimulating points towards KSBs within their departments. First of all, an interviewee from marketing support and customer service department stated that the main causes of KSBs in his department are from (1) the generation gap between employees (2) the organization does not enhance the important of knowledge management (3) the knowledge senders do not have the correct knowledge transfer "how know" and (4) the knowledge senders do not have self confidence in transfer or sharing knowledge. However for Mr. Danu's reasons, he explained to main cause of KSBs is depending on the method that they obtained their knowledge. He discussed further that the method that the Thai employees have for obtaining new knowledge is wrong. The Thai culture teaches people to learn by memorizing but not by understanding. Therefore, this reason causes the Thai people to have their mind-set that learning can only be done by memorizing. That has slowly create a barrier into their mind, so eventually when they have to learn by understanding and doing; they tend to refuse it due to the lack of logic in themselves.

As for "how would top management should deal with KSBs in the organization", most interviewees suggested that both top, middle and bottom management employees who are involved in the KSBs should face together and discuss the issues. However, by providing a professional outsource to train a proper way of knowledge sharing would be another alternative way to solve the KSBs in the organization for long-run because it would make every employee to have to same understanding with the knowledge sharing. As well as, having a proper manual on

how to transfer knowledge for those who do not know the method would also be an appropriate choice for them because most of the root cause was from that this group of employees does not know how to transfer the knowledge properly, so that they refuse to do so.

At the end, if KSBs in the organization has been resolved; the beneficial parties would be almost everybody especially the organization. If KSBs are reduced to zero, the organization would become a "high performance organization (HPO)", said one of the interviewee. The benefits of HPO are that an organization would achieve the goals (missions) with low internal conflicts along with low initial costs and will eventually generate a happy working atmosphere.

4.2 Limitation

The limitation of this research is mainly due to that the data collection is done from only one company. So the scope of KSBs could be narrow as only one point of view from the same Thai organization culture as well as the research only used qualitative research method to analyze the data. Therefore, the future recommendations are to conduct more research data collections by using both quantitative and qualitative methods to analyze the KSBs in varies Thai organizations to obtain more ideas and data towards KSBs and how to reduce KSBs effectively.

CHAPTER VII
DISCUSSION

From the interviews results, it shows that most of the interviewees agree with the ideal of "trying to reduce KSBs" in the organization. These barrier factors were divided into individual, organization and technology (R. J. Barson, G. Foster, T. Struck, S. Ratchev, K. Pawar, Fithjof Weber and M. Wunram, 2000, pp. 4). However, for the Thai organization; the barriers are much thicker than foreign organization due to the Thai culture itself. That is why it would take longer time to reduce those barriers based from the culture. If barriers if they have been left unsolved for a long-time, it will eventually create the long-term internal conflicts between employees and will finally lower the employees' work performances. So at the end, those organizations that are undeveloped will result in being the "frog in the well" like many Thai organizations in today's world and will lose the its competitiveness to the new comers.

CHAPTER VI
CONCLUSION

In this research we were only interesting to find out what are the current KSBs in the Thai organization and how would top management do to reduce those KSBs. From this perspective, KSBs are the factors that prevent the organization from fast improving and also cause many internal conflicts between employees. Therefore, this research believes that by trying to reduce the KSBs in the organization will help employees to generate new ideas and develop closer relationship between each other.

From the interviewees' experiences, the solution to reduce KSBs in Thai companies that have many and very thick KSBs is to start with applying the "ISM (interpretive structure modeling) based model" into to identify the KSBs level of difficulty to solve those KSBs in the organization (as shown on figure 3). After identify the KSBs in your organization, then must provide a suitable methods to reduce those KSBs depending on the difficulty on solving the KSBs.
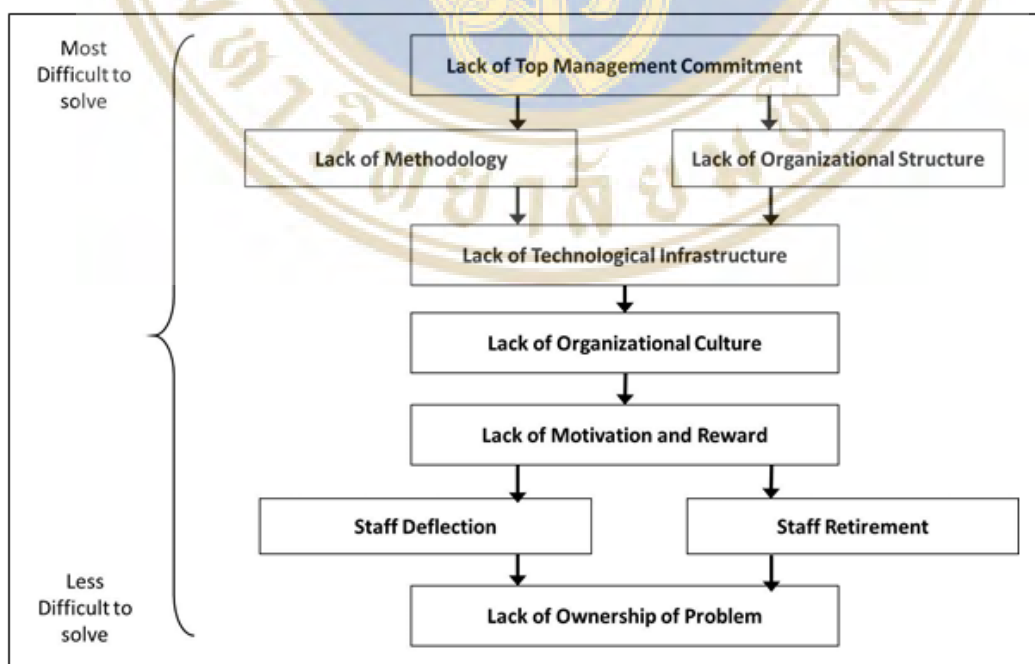

Figure 6.1: ISM Based Model (M.D. Signh, R. Kant, 2008, pp.149)

Due to the interviewees were all top managements in the organization, it resulted the barrier factors to be only among "the most difficult to solve" issues. However, for the appropriate solution to solve these barriers are depending on the level of difficulty to solve from the figure 4. Thus, if the difficulty to solve KSBs is low, this paper will recommend each party to sit down and discuss the current barriers along with the possible solutions that each party had in their mind. Sometimes, we can link Buddhism dharma into the related topic to make it easier to persuade and solve the barriers. This method is the simplest and easiest way according to the interviewees' experiences. Then if the difficulty to solve KSBs is moderate, we can bring in an expert of knowledge management to provide the suitable guidelines and benefits after reducing KSBs due to that the outside persons can easier to define problems than the internal persons. Also it is crucial to make the method to stay in the organization as long as we can, thus a continuous training must be present as well as computing an easy to understand manual on how to reduce KSBs for those who are needed available for all times. At last, if the difficult to solve KSBs is at the greatest level; the organization needs to form a formal meeting along with the parties involved due to it involves high level of commitments from top management. Each party can provide a middle manager to communicate the problems (KSBs) between general employees and the top management of the organization due to the Thai culture manners.

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