

The Effect of Employee's Knowledge Learning, Knowledge Sharing and Working Skill on Employee Value in Anonymous Tire Manufacturing Company

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Abstract — This research is based on quantitative method with the objectives to 1) study about employee's knowledge learning, knowledge sharing, working skill and employee values and 2) investigate the influence of employee's knowledge learning, knowledge sharing and working skill on employee values in a tire manufacturing company located in Pathumthani province. Data was derived from 400 employees working a tire manufacturing company located in Pathumthani province. Sampling method included purposiveness and convenience. Statistics used in the data analysis included descriptive statistics covering frequency, percentage, mean, standard deviation, skewness and kurtosis, and inferential statistics including structural modeling analysis.

The findings indicated that most of the respondents were male (91.5%), aged between 21-30 years old (30%) and between 41-50 years old (30%), graduated lower than bachelor's degree (72%), worked as general staff (82.5%), had working experience between 6-10 years (34.5%) and earned monthly income between 25,001 - 35,000 baht (34.5%). In addition, employee had opinion towards knowledge learning, knowledge sharing, working skill and employee values in high level. The hypothesis testing indicated that knowledge learning had an effect on knowledge sharing ($\beta = 0.827$) and working skill ($\beta = 0.371$), but did not have an effect on employee values. In addition, knowledge sharing had an effect on working skill ($\beta = 0.340$) and employee values ($\beta = 0.379$). Lastly, working skill had an effect on employee values ($\beta = 0.674$) at the statistically significant level as of 0.05.

Keywords – Knowledge Learning, Knowledge Sharing, Working Skill, Employee Value

I. INTRODUCTION

At present, many companies in this world have entered the competitive era with using knowledge as the base to create organizational value, reputation and acceptance to gain the innovation, marketability, profitability and sustainability of their products, services, and business operation at the national and international level [1,2].

In fact, to create the knowledge-based business operation, the companies need to be able to manage the knowledge (knowledge management) which exists in the company. The knowledge management is accounted as the broad term covering many different techniques and mechanism to create, gather and share the knowledge in the workplace [3]. The most important mechanism is the employees in the organization who needed to be motivated and supported to learn and share their valuable knowledge, both in explicit or implicit form. Actually, when the knowledge is exchanged, shared and learnt, and employees in the organization can learn and increase the knowledge, they will have ability and skills to perform the works for the organization and finally it can create employee value to the organization [4]. In particular, values from the employees in the organization can create the positive organizational performance including competitive advantages, organizational innovation, customer satisfaction, market performance and others [5].

In align with above mention, the researchers are interested in studying employees' knowledge learning, knowledge sharing and working skills affecting employee value. The result of this study can help the organization

create knowledge learning and sharing for their employees in order to gain more competitive advantages. The study focuses on Tire Manufacturing Company because this type of the business requires more knowledgeable people who have to manage the work, problems and obstacles.

II. OBJECTIVES

With the study “The Effect of Employee’s Knowledge Learning, Knowledge Sharing and Working Skill on Employee Value in Anonymous Tire Manufacturing Company”, the objectives of this research were to:

- 1) Study about employee’s knowledge learning, knowledge sharing, working skill and employee values in a tire manufacturing company located in Pathumthani province.
- 2) Investigate the effect of employee’s knowledge learning, knowledge sharing and working skill on employee values in a tire manufacturing company located in Pathumthani province.

III. CONCEPTUAL FRAMEWORK

The conceptual framework had been drawn as follows:

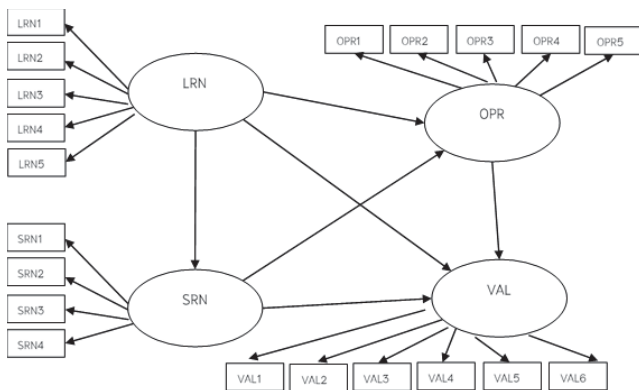


Figure 1. Conceptual Model

Remark: LRN = Employee’s Knowledge Learning; SRN = Employee’s Knowledge Sharing, OPR = Employee’s Working Skill, VAL = Employee Value

IV. HYPOTHESES

The hypotheses (H) had been written as follows:

- H1: Employee’s knowledge learning has positive influence on employee’s knowledge sharing in a Tire Manufacturing Company Located in Pathumthani Province.
- H2: Employee’s knowledge learning has positive influence on employee’s working skill in a Tire Manufacturing Company Located in Pathumthani Province.
- H3: Employee’s knowledge learning has positive influence on employee’s value in a Tire Manufacturing Company Located in Pathumthani Province.

H4: Employee’s knowledge sharing has positive influence on employee’s working skill in a Tire Manufacturing Company Located in Pathumthani Province.

H5: Employee’s knowledge sharing has positive influence on employee’s value in a Tire Manufacturing Company Located in Pathumthani Province.

H6: Employee’s working skill has positive influence on employee’s value in a Tire Manufacturing Company Located in Pathumthani Province.

V. LITERATURE REVIEWS

A. Employee’s Knowledge Learning

Learning behavior theatrically refers to the action that people pay attention in learning and finding new things. This also includes the spending of the time in making highlight, discussing with others [6]. Effectively learning knowledge can include many factors affecting knowledge learning effectiveness. These factors can include the internality including individual physicality and mentality, and externality covering learning environment, society, facilities and so on. In addition, the internal factor affecting learning behavior can mention about the personality traits and habit of preferring learning as well as motivation to create learning [7]. The benefits of learning is plenty. It can include personal learning performance such as having more skills, knowledge, competence, job satisfaction [8] as well as interpersonal relationship, and organizational performance such as knowledge transferring, overall job performance, organizational benefits, cooperate competence [9,10] and sustainable business performance.

B. Employee’s Knowledge Sharing

Knowledge sharing is similar to the knowledge learning. However, the different point is that, the knowledge learning focuses more on knowledge receivers, acquiring knowledge through studying, discussing, experimenting and exchanging. Meanwhile, the knowledge sharing concentrates more on offering or giving knowledge. Knowledge sharing seems to be happening after knowledge learning because people need to know before they share. Nevertheless, knowledge sharing and knowledge learning nowadays undergo in parallel and simultaneously because people need to learn new thing and share with the others in order to know the different things or to confirm the old things [11]. The ways to share the knowledge can be plenty. These can consist of formal and informal, or explicit and implicit ways, for example, composing the books such as work manual, giving information about the work; meeting in the organization, in order to keep update news and information; posting on online media; training, through conference or workshop with particular topic as well as socializing, making people to talk and share informally and comfortably [3]. To promote knowledge sharing, there are many factors [12] which they include motivation [14], and support of organization structure and vision; and trust [14]. The benefit of knowledge sharing is widely understood, including knowledge learning, interpersonal relationship,

conflict reduction, innovativeness, organizational learning and competitiveness among other rivals, providing more value to customers which at the end can create work performance and organizational performance and sustainability [4,5,15].

C. Employee's Working Skill

Working skills are meant to perform various tasks on your own by focusing on the practice of working methods regularly. Work skills can include job analysis, which is an overview of the work; planning which is for work goal setting; work operation according to the plan and evaluating performance. In addition, work skill also requires the understanding of the problem solution process skills that help employees in the organization to observe, analyze and make choices and assess work performance [4]. Sometimes organizations want the employees to work together which it is called teamwork skill. Therefore, the employees also need to know that teamwork skill can consist of the skills to speak, express and discuss, produce reports and present work.

One thing that helps the employees to operate and develop their work either by alone or with colleagues is that the employees need to have knowledge-seeking skills such as determining problems, searching for knowledge, planning for searching information, targeting where to search for knowledge and information, as for instance [11].

D. Employee Value

Ruch [16] stated that values are an important motivation for the purpose of life, reflecting the direction of life to go forward. Values can be either positive or negative meaning which is dependent on the society which defines the values. However, values perhaps refer to good thing. Meanwhile, Miller [17] explains that values are attitudes and beliefs deeply embedded in a person's life and influence the behavior of individuals in all aspects. There are normally 2 types of values including personal values and social values. Personal values refer to what people are interested in, what they desire to envisage or receive from the others. In the same time, social values refers to the values of most people in society, that is, agree that it is good thing to practice or follow. When people in the society accept that values, it will become the values of society which is social values. Values therefore play a role and influence on the behavior of individuals and society. It helps people decide what is wrong, what is good or bad, what is valuable or is not worth to have or practice it.

In the meantime, the term "employee" means the person who performs the assigned job successfully as the organization desired [18]. The organization must set the guidelines, work policies, work goals, or visions that can lead the direction of employee work. In order to consider the success of employees, there are many measurements have been in discussed and used, which include work quality, work quantity, time, creativity and satisfaction [4]. To have this success in the work, the employee must have both internal and external supports such as self-knowledge created by knowledge sharing and learning; ability to work

or work skills; and environmental supports from managers, leaders and colleagues from the organization. When the work is done by employee in the organization with the strong purpose to meet the organization direction and to produce good things to the organization, it can create value to the organization and become the employee value. This value finally can create the organizational success [5].

VI. RESEARCH METHODOLOGY

A. Population and Samples

Population in this study was of 5,000 employees. The samples were calculated by Yamane [19] and selected as of 400 employees at the confident level as of 95%. The sampling method were purposiveness and convenience.

B. Research Tools and Data Collection

Researchers used close-ended survey questionnaires divided into 5 parts. The first part consisted of check-list questions asking about the personal factors including gender, age, education level, position, working experience and monthly income. The second, third, fourth and fifth part consisted of rating scale questions (1-5 Likert scale) asking about employee's knowledge learning, employee's knowledge sharing, employee's working skill and employee value. The score "1" refers to "Not at all agreeable", "2" refers to "Slightly agreeable", "3" refers to "Moderately agreeable", "4" refers to "highly agreeable" and "5" refers to "Extremely agreeable" on the statement in the questionnaires. For data collection, the researchers employed purposive and convenience sampling method to distribute the questionnaires. After the questionnaires returned, the researchers inspected the completion and correctness.

C. Validity and Reliability

For validity check, the researchers had experts in related fields inspect the accurateness and consistency of contents and questions, and recommend the improvement and edition. For reliability check, the researchers used the Cronbach's alpha coefficient. Its value was 0.72 for employee's knowledge learning, 0.70 for employee's knowledge sharing, 0.70 for employee's working skill and for 0.76 for employee value. These values were higher than 0.70, this meant that the data derived from this survey questionnaire can be proceeded to have further study [20].

D. Measurements

Employee's Knowledge Learning

The employee's knowledge learning has been measured by 4 items. The sample items included LRN1: You inquire about comments / suggestions of your work results from others; LRN2: You believe that learning with people is more understandable than reading through text; LRN3: You are always reviewing your performance and LRN4: You find new knowledge to use in work development.

Employee's Knowledge Sharing

The employee's knowledge sharing has been measured by 4 items. The sample items included SRN1: You often spend a lot of time sharing knowledge that is useful to

others; SRN2:You listen to different suggestions / opinions from others; SRN3:You are willing to follow the advice of others, if it is useful and SRN4:You often participate in various organizational activities related to knowledge sharing.

Employee’s Working Skill

The employee’s working skill has been measured by 5 items. The sample items included OPR1:You have a good work plan; OPR2: You can make your own decision; OPR3: You can motivate colleagues; OPR4:You can solve immediate problems well and OPR5:You always consider safety first.

Employee Value

The employee value has been measured by 6 items. The sample items included VAL1:You have fun working; VAL2:You adhere to the work ability; VAL3:You are mainly concerned about safety; VAL4:You work hard to achieve the goal; VAL5:You are responsible for yourself, colleagues and society and VAL6:You have a passion for learning to increase your necessary skills.

E. Data Analysis

Researchers analyzed the data derived from samples by using descriptive statistics including frequency, percentage, mean and standard deviation and inferential statistics consisting of structural equation modeling (SEM). All basic requirements before using the SEM including skew, kurtosis, multiple correlation, were required and tested. The model-fit indices, referring to the Table I, including relative chi-square (Cmin/df is not over than 2), Chi-square probability Level (p-value should be more than 0.05), goodness of fit index (GFI should be more than 0.90), adjusted goodness of fit (AGFI should be more than 0.90), standardized root mean square residual (SRMR should be Less than 0.08), root mean square error of approximation (RMRSEA should be less than 0.08), Tucker Lewis Index (TLI should be more than 0.90), comparative fit index (CFI should be more than 0.90), normed fit index (NFI should be More than 0.90) were employed to oversee the fitness of the model [21,22,23,24]. The modification indices were considered when the model was not fit.

VII. RESULTS

The study of “The Effect of Employee’s Knowledge Learning, Knowledge Sharing and Working Skill on Employee Value in Anonymous Tire Manufacturing Company” was displayed as follows.

A. Study of Respondents’ General Information, Employee’s Knowledge Learning, Employee’s Knowledge Sharing, Employee’s Working Skill and Employee’s Value

- Study of respondents’ general information

TABLE I. FREQUENCY AND PERCENTAGE OF EMPLOYEE’S GENERAL INFORMATION

Personal Factors	Frequency	Percent
Gender		
Male	366	91.5
Female	34	8.5
Age		
Less than 21 years old	14	3.5
Between 21-30 years old	120	30
Between 31- 40 years old	90	22.5
Between 41-50 years old	120	30
More than 51 years old	56	14
Education Level		
Lower than Bachelor's degree	288	72
Bachelor's degree	92	23
Master's degree	16	4
Higher than master's degree	4	1
Position		
General staff	330	82.5
Head	46	11.5
Manager	16	4
Others	8	2
Working Experience		
Less than 1 year	46	11.5
Between 1-5 years	112	28
Between 6-10 years	138	34.5
More than 10 years	104	26
Monthly Income		
Less than 15,000 baht	86	21.5
Between 15,001 - 25,000 baht	78	19.5
Between 25,001 - 35,000 baht	138	34.5
More than 35,001 baht	98	24.5
Total	400	100

From the Table I, there were 400 employees answering the questionnaires. As a result, it was found that most of the respondents were male (91.5%), aged between 21-30 years old (30%) and between 41-50 years old (30%), graduated lower than bachelor's degree (72%), worked as general staff (82.5%), had working experience between 6-10 years (34.5%) and earned monthly income between 25,001 - 35,000 baht (34.5%).

- Study of employee’s knowledge learning, employee’s knowledge sharing, employee’s working skill and employee’s value

TABLE II. MEAN, STANDARD DEVIATION AND INTERPRETATION OF EMPLOYEE’S KNOWLEDGE LEARNING, EMPLOYEE’S KNOWLEDGE SHARING, EMPLOYEE’S WORKING SKILL AND EMPLOYEE’S VALUE

Items	Skewness	Kurtosis	Mean	S.D	Interpretation
LRN1	-.67	1.04	3.64	.88	High
LRN2	-.78	.99	3.94	.85	High

Items	Skewness	Kurtosis	Mean	S.D	Interpretation
LRN3	-.69	.92	3.87	.83	High
LRN4	-.33	-.10	3.95	.79	High
LRN	-.67	.95	3.85	.62	High
SRN1	-.26	.24	3.81	.75	High
SRN2	-.61	.44	4.02	.83	High
SRN3	-.58	.37	4.05	.78	High
SRN4	-.67	.41	3.93	.89	High
SRN	-.54	1.62	3.95	.58	High
OPR1	-.68	.21	4.15	.80	High
OPR2	-.67	.55	4.05	.83	High
OPR3	-.51	-.11	3.94	.81	High
OPR4	-.32	-.77	4.03	.82	High
OPR5	-.95	1.19	3.88	.94	High
OPR	-.89	2.00	4.01	.57	High
VAL1	-.85	.83	3.99	.91	High
VAL2	-.70	.93	4.19	.72	High
VAL3	-.94	.73	4.25	.80	Extremely
VAL4	-.81	.59	4.02	.87	High
VAL5	-.95	1.45	4.24	.78	Extremely
VAL6	-1.04	1.76	4.13	.83	High
VAL	-1.40	4.58	4.13	.55	High

From the study, the Table II indicated that the mean score of the Employee’s Knowledge Learning (LRN) Employee’s Knowledge Sharing (SRN) Employee’s Working Skill (OPR) Employee Value (VAL) was as of 3.85 (S.D. = 0.62), 3.95 (S.D. = 0.58), 4.01 (S.D. = 0.57) and 4.13 (S.D. = 0.55)

In addition, the study also revealed that the skewness values were in good number which they are higher than average. Also, the kurtosis values felt between -3 and +3, meaning that all data was distributed normally and appropriate in using for constructing the structure.

In addition, before employed SEM, the researchers tested the correlation of the variables to avoid the multicollinearity. The result found that the variables have coefficient (r) within the acceptable values (not higher than 0.90) as recommended by Tabachnick and Fidell [21].

B. Final Model

- Good-fit model analysis and modification

TABLE III. GOOD-FIT MODEL ANALYSIS AND MODIFICATION

Good-fit model indices	Adjusted
Cmin/df	1.994
df	127
p-value	0.000
GFI	0.938
AGFI	0.908
SRMR	0.032
RMRSEA	0.050
TLI	0.922
CFI	0.942
NFI	0.892

From the Table III, the model-fit indices showed the values which were adjusted according to the acceptability of good-fit model. The adjustment was made based on considering the modification indices.

- Final Model

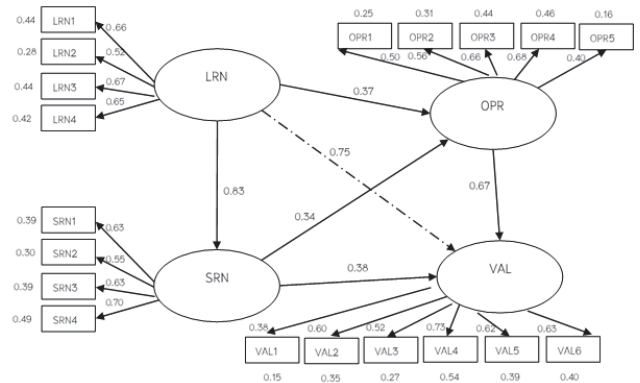


Figure 2. Adjusted Model

Remark: LRN = Employee’s Knowledge Learning; SRN = Employee’s Knowledge Sharing, OPR = Employee’s Working Skill, VAL = Employee Value

- Summary of standardized estimate, standard error and critical value

TABLE IV. STANDARDIZED ESTIMATE, STANDARD ERROR AND CRITICAL VALUE

Items	Estimate	S.E.	C.R.	P
LRN ---> Sharing	0.827	0.103	9.821	***
LRN ---> Operation	0.371	0.129	2.251	0.024
LRN ---> Value	-0.200	0.166	-1.223	0.221
SRN ---> Operation	0.340	0.109	1.994	0.046
SRN ---> Value	0.379	0.130	2.410	0.016
OPR ---> Value	0.674	0.160	5.460	***

Remark: ** refers to 0.01 and *** refers to 0.001. LRN = Employee’s Knowledge Learning; SRN = Employee’s Knowledge Sharing, OPR = Employee’s Working Skill, VAL = Employee Value

From the Table IV, the summary of standardized estimate, standard error and critical value (t) of LRN, SRN and OPR have positive direction on VAL at the statistically significant level as of 0.001 and 0.01.

- Total Effect, Direct Effect and Indirect Effect

TABLE V. TOTAL EFFECT

Item	Total Effect		
	SRN	OPR	VAL
LRN	0.827	0.653	0.553
SRN	-	0.340	0.608

OPR	-	-	0.674
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Remark: ** refers to 0.01 and *** refers to 0.001.
 LRN = Employee’s Knowledge Learning; SRN = Employee’s Knowledge Sharing, OPR = Employee’s Working Skill, VAL = Employee Value

TABLE VI. DIRECT EFFECT

Item	Direct Effect		
	SRN	OPR	VAL
LRN	0.827	0.371	-0.200
SRN	-	0.340	0.379
OPR	-	-	0.674

Remark: ** refers to 0.01 and *** refers to 0.001.
 LRN = Employee’s Knowledge Learning; SRN = Employee’s Knowledge Sharing, OPR = Employee’s Working Skill, VAL = Employee Value

TABLE VII. INDIRECT EFFECT

Item	Indirect Effect		
	SRN	OPR	VAL
LRN	-	0.281	0.753
SRN	-	-	0.229
OPR	-	-	-

Remark: * refers to 0.05, ** refers to 0.01 and *** refers to 0.001.
 LRN = Employee’s Knowledge Learning; SRN = Employee’s Knowledge Sharing, OPR = Employee’s Working Skill, VAL = Employee Value

From the Table V, VI and VII, the study revealed that employee’s knowledge learning has positive total influence on employee’s knowledge sharing, employee’s working skill and employee’s value with standardized estimates as of 0.827, 0.653 and 0.553, respectively. Employee’s knowledge sharing has positive total influence on employee’s working skill and employee’s value with standardized estimates as of 0.340 and 0.608, consequently. Lastly, employee’s working skill has total positive influence on employee’s value with standardized estimates as of 0.674 in Tire Manufacturing Company Located in Pathumthani Province at the statistically significant level as of 0.05.

C. Hypothesis Testing

- *H1: Employee’s knowledge learning has positive influence on employee’s knowledge sharing in a Tire Manufacturing Company Located in Pathumthani Province.*

From the study, it found that the employee’s knowledge learning has positive influence on employee’s knowledge sharing in Tire Manufacturing Company Located in Pathumthani Province at the statically significant level as of 0.001 due to the p-value is lower than 0.001. In addition, the study revealed that standardized estimate was as of 0.827, standard error was as of 0.103 and critical value (t-value) was as of 9.821.

- *H2: Employee’s knowledge learning has positive influence on employee’s working skill in a Tire Manufacturing Company Located in Pathumthani Province.*

From the study, it found that employee’s knowledge learning has positive influence on employee’s working skill in Tire Manufacturing Company Located in Pathumthani Province at the statically significant level as of 0.05 due to the p-value was 0.24, lower than 0.05. In addition, the study revealed that standardized estimate was as of 0.371, standard error was as of 0.129 and critical value (t-value) was as of 2.251.

- *H3: Employee’s knowledge learning has positive influence on employee’s value in a Tire Manufacturing Company Located in Pathumthani Province.*

From the study, it found that employee’s knowledge learning does not have positive influence on employee’s value in Tire Manufacturing Company Located in Pathumthani Province at the statically significant level as of 0.05 due to the p-value was 0.221, higher than 0.05. In addition, the study revealed that standardized estimate was as of -0.200, standard error was as of 0.166 and critical value (t-value) was as of -1.223.

- *H4: Employee’s knowledge sharing has positive influence on employee’s working skill in a Tire Manufacturing Company Located in Pathumthani Province.*

From the study, it found that employee’s knowledge sharing has positive influence on employee’s working skill in Tire Manufacturing Company Located in Pathumthani Province at the statically significant level as of 0.05 due to the p-value was 0.046, lower than 0.05. In addition, the study revealed that standardized estimate was as of 0.340, standard error was as of 0.109 and critical value (t-value) was as of 1.994.

- *H5: Employee’s knowledge sharing has positive influence on employee’s value in a Tire Manufacturing Company Located in Pathumthani Province.*

From the study, it found that employee’s knowledge sharing has positive influence on employee’s value in Tire Manufacturing Company Located in Pathumthani Province at the statically significant level as of 0.05 due to the p-value was 0.016, lower than 0.05. In addition, the study revealed that standardized estimate was as of 0.379, standard error was as of 0.130 and critical value (t-value) was as of 2.410.

- *H6: Employee’s working skill has positive influence on employee’s value in a Tire Manufacturing Company Located in Pathumthani Province.*

From the study, it found that the employee’s working skill has positive influence on employee’s value in

Tire Manufacturing Company Located in Pathumthani Province at the statically significant level as of 0.001 due to the p-value was lower than 0.001. In addition, the study revealed that standardized estimate was as of 0.674, standard error was as of 0.160 and critical value (t-value) was as of 5.460.

VIII. DISCUSSION, LIMITATION AND RECOMMENDATION

A. Discussion of the Study

- *Employee's knowledge learning has positive influence on employee's knowledge sharing, employee's working skill and employee's value.*

The results discovered that employee's knowledge learning has positive direct influence on employee's knowledge sharing and employee's working skill in a Tire Manufacturing Company Located in Pathumthani Province. This is because studying and increasing knowledge can help the learners have more information that it is useful for working in the responsible areas [6]. For example, employees working in the marketing department need to study which marketing strategies are in trend or out-of-date. Another example can be such as the employees working related to information system and technology must learn the related information and data in order to keep following the changes since the technology is changed constantly. Or employees in the technical operation and production line need to keep learning and recognizing about the work safety which it is important to keep the employees envisaging the importance and recognizing immediately when coming to the situation. Knowledge in the organization can be learnt from many sources such as factory reading rooms, training rooms and programs, documentary and handbooks, announcement on company board and others.

When the employees in the organization can learn many things that are important for their work life and increase their knowledge, they will have more information to practice in their work [8]. When they practice in their work repeatedly, they will have more work skills [9,10]. For example, they learn about the new technology which can give more efficient work, they will use that information and knowledge to make a decision to purchase a new technology. This at the end can give them decision-making skill. Or, when they learn about the hazardous or poisonous safety in work place and how to use it safely, they will keep using that way in order to save themselves from the dangerous situation, which this can give them safety working skill.

Not only using knowledge to work solely for the employees themselves, they will also try to share their knowledge to other people when the time is available or necessary [11]. For example, the colleagues in the workplace cannot work out some process meanwhile you know how to work out; you will try to tell them or share them knowledge that you have. This stage starts knowledge sharing. In many organizations, they know that if they do not share knowledge in the organization, it would create the big lost, especially that employee leaves the organization. They leave valuable knowledge [15]. Therefore, knowledge

learning influence on knowledge sharing and working skills [25].

But, employee's knowledge learning does not have the direct influence on employee's value. However, employee's knowledge learning has indirect positive influence on employee's value. This is due to the fact that the learning behavior will help the employees to create and contribute their value to the organization when they start working and using their knowledge to the work and share it to another people. In other hand, if the employees have knowledge and they do not practice or share to other people, that knowledge will then not create the valuable results to the organization. In addition, the knowledge will disappear or be forgotten [4,11].

- *Employee's knowledge sharing has positive total influence on employee's working skill and employee's value.*

The results discovered that employee's knowledge sharing has positive influence on employee's working skill and employee's value. This is true because when the more knowledge is practiced and shared, the skills and work value will be created and contributed [9]. In terms of employees, they, who share their knowledge to other people through many possible channel such as coaching, online channels, work report or work competition, can remember that knowledge and that knowledge is embodied into the deep self-understanding. In terms of work, the work will be more have qualities, efficiency and effectiveness.

- *Employee's working skill has positive influence on employee's value.*

The results discovered that employee's working skill has positive influence on employee's value. This is the fact that when the employees can utilize what they know in order to increase work efficiency and effectiveness. The employees will have a good work plan, work with ability to make their own decision, motivate colleagues, and/or solve immediate problems well and employee performance [4].

B. Limitation of the Study

Firstly, this study was limited to the quantitative research which the study gain the data from the self-reported questionnaire only. Secondly, the study was conducted in only single area which is only in Tire Manufacturing Company Located in Pathumthani Province. Thirdly, the variables just focused on employee's knowledge learning, employee's knowledge sharing and employee's working skill affecting employee's value, which there perhaps be another important variables to be studied.

C. Recommendation of the Study

- *For Practitioners*

1) The organization can be assure the importance of knowledge learning and sharing in the organization and try to manage the knowledge within the organization.

2) In creating learning behavior, the organization can promote the activities such as small meeting in order that the employee can exchange comments / suggestions because learning from other people would be more understandable than reading through text. In addition, the entrepreneurs can set the learning channels and spaces such as small library, websites containing related work knowledge or information for the employees to spend their time for learning. Also, organization should provide the simple method for the employee to evaluate their performance in order that they can try find new knowledge to use in work development.

3) In creating knowledge sharing, the organization should provide some available or relaxing time for the employees in the organization so that they can use this time to share their idea, problems or stories which it is the basic of the start of sharing knowledge. In addition, the organization should set some activities such as meeting, exhibition, competition or web blog so that the employees can have channel to share idea and knowledge.

• *For Future Studies*

1) The next study use the qualitative research techniques to interview employees in order to have clear understand about employee’s knowledge learning, employee’s knowledge sharing and employee’s working skill affecting employee’s value.

2) The next study should expand their study area to other company in order to obtain the different thought and opinion toward employee’s knowledge learning, employee’s knowledge sharing and employee’s working skill affecting employee’s value.

3) The next study should focus on other variables. For example, the methods and ways of coaching, teaching and sharing knowledge, knowledge management, can be explored. The other example can be the study related to the channel of digital platform, which is in trend recently, is also interesting to identify.

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