Knowledge sharing and perceived risk in transportation business in terrorist areas

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Abstract. The case study has purpose on the knowledge sharing behavior requires other variables to be involved. The pattern of human resource development and transportation management needs to understand the behavior of employees and consumers that lead to the return of consumption, which in this case means the business process, to formulate the human resource management to organize the specialize knowledge to do transportation job in the risky province. It is evident that the implementation of the predominant behavior is often ambiguous. This is necessary to explore the effect of the transmitted behavior in order to identify the outcome that guild to desirable behavior for transportation business. Policy plans in existing risky areas that adjust people's attitudes should adjust the management in the area to make employees aware of safety, including formulating strategic plans that highlight the quality of service leading to the satisfaction for stakeholders, and enhancing the capability of company personnel who have to regularly interact with consumers. Therefore, the model adopted in this study is considered to be an important part in improving the management in people that facing the risk of terrorism area and epidemic crisis, as well as providing future guidelines to crisis management. Keywords: knowledge sharing; perceived risk; customer satisfaction; transportation business; terrorist area.

1 Introduction

Thailand, one of the ASEAN members, join the US to find a solution to the problem of terrorism. During 2001, the policy of suppression in the south became serious. Military and police forces were brought to attack the terrorists. The incident was considered violence without a religious concept, but an aspect of crime, causing Thailand to use law and order to manage violence in the south, but terrorism has spread in the area every year. Until 2015, the bombing incident in the heart of Bangkok and affected business confidence (Cogan & Mishra, 2021). As a result, more security policies have been launched. There are also impacts on the economy, the standard of living, and quality of life of the population that has decreased due to the threat (Barter, 2011).

The pattern of terrorism that occurs in Thailand is in the kinds of political and religious

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conflicts within the area. The violence is spreading to three provinces, namely, Pattani, Yala, and Narathiwat, posing a risk of terrorist threats and political problems that deteriorate the country's image. Definitely, the conflict in society in terms of religion affects the lives of people in the country.

Terrorism is defined as premeditated thoughts which are in the form of political or religious movement, using unlawful violence against non-responsive targets, possibly involving a group of people in the country or an unidentified secret group (Gearson, 2002). Terrorist conflicts affect within and outside the area. The internal conflict has created hatred among the terrorists and sometimes the soldiers or the police involved, but the tourists who travel into the area will also be able to have perceived risk of terrorism. A study by Alvarez, Campo, and Fuchs (2020) gave examples of fear of terrorism in the political, social, and religious aspect, and the conflict of understanding of history and soldiers affects the perception of terrorist risks in the area that tourists are traveling to, as well as affecting their intention to revisit, leading to a negative interaction with the outside people (Hall, 2002; Hunter-Jones et al., 2008).

The concept of knowledge sharing was the important factor in the effective cooperative learning. This is the active, willingly sharing of information among people in the same community(Jer Yuen & Shaheen Majid, 2007), and develop new idea from cooperating (Lan et al., 2022).

Initially, the study was conducted to explore the reasons for the occurrence of awareness behaviours. Subsequently, it was the study on general behaviours. Each behaviour responds to the perceived cause of behaviours differently. This theory explains the diffusion of knowledge to prepare employees in safety behaviour where the belief-related behaviour as mentioned for knowledge sharing behaviour has the power to influence behaviours to the transportation business differently.

2 Knowledge Sharing as Key Antecedent for Transportation business

Knowledge sharing is the manner of the knowledge contributor. The firms’ employers to create knowledge manageable to other members within the organization. Rahman, Mat Daud, Hassan, and Osmangani (2016) explained the form of knowledge sharing in organization that members received knowledge by their consent for communities and the knowledge sharing process must entreating with voluntary. The shared knowledge practice in transportation business has focused on business management with human resource management. This might adopt concept from other industries and sectors in same business to develop project or initiative.

The process of Bedford and Harrison (2015) claimed that peer-review processes, action reviews, and retrospective reviews which assorted knowledge can implement to team experience and core lessons for future use. The employers must clarify their knowledge to create knowledge function for participants. Then executives should be considered to integrated knowledge management practices and business goal, this method can increase understanding for transportation community. The knowledge sharing was developed from training or across the function of job in including information technology in organization.

Therefore, the answer to the use of knowledge sharing and perceived risk in transportation business model depends on the individuality of business which seems like an unpredictable black box. The pattern of problems involving individual beliefs arises from causal influences that are reflected in behaviour. The use of this theory must be coupled with contextual variables in order to obtain a clear response to managing the situation.
3 Perceived Risk for Transportation Community

Risk is the possibility of a loss, with an uncertain or unsatisfactory outcome. Risk has a unique identity because the context and what individuals want will stimulate their perceived risk (Lim, 2003). In terms of transportation information, this is to assess perceptions that affect employee behaviors who work in the terrorist’s area. Perceived risk of employees depends on selective experiences during their work time, using causal considerations to avoid places that are unsafe for them (Chahal & Devi, 2015).

Risks in the context of experience are often related to the effects that cause uncertainty. The risk assessment is therefore based on negative feelings towards the logistic destination, which will affect the overall job satisfaction. Risks can be perceived by knowledge and feelings before and after whether the area is at risk or not before making a decision for job design in current situation. When employees were on process of job, they have to judge their emotional feelings while transporting before having the intention to stay in companies (Caber et al., 2020). Perceived risks are under the social system.

The feedback will come from interactions, and then the risks will come from the likelihood of an incident combined with the negative outcome of the travel or shopping choice. Perceived risk of employers and employees is the primary process in the employees’ choice guidelines (Srivastava et al., 2021).

An overview of transportation in risk areas requires a strategy to accommodate on-site areas and company. Terrorist threats frighten transportation business, but firms still want to communicate to the consumers in that area and the purpose of economic pattern. Management of safety is an important aspect that must be linked to the management policy in order to make entrepreneurs have perceived risks and attitudes towards terrorist threats in the area. This is because owners in transportation industrial do not have a fixed perspective, but management will enhance the administrative context in each area so as to be potential for employees to accept that place (Veréb et al., 2018).

The awareness of the terrorist threat as seen through various channels leads to recognition and evaluation, creates a feeling about the place, and then enter the decision-making process that takes into account the length of economic condition, the use of their assets, or their long-term investment.

4 Relationship on Knowledge Sharing and Perceived Risk to Manage Customer Satisfaction

A study by Rahman et al. (2016) described the relationship between perceived risk and knowledge sharing, and positive behaviour in work place. The connection comes from the knowledge of employees on the risks of situations they may face in the future. It is the perception of each individual to have a different level of perceived risk. To encourage employees to have positive work behaviours will help reduce their perceived risk, and make employees have the intention to work in organization.

However, some researches stated that multidimensional risk perception only affects the attitude because the origin of risk affects a wide variety of behaviours. To be able to achieve the customer satisfaction may be to summarize the behavior too quickly. The level of individual belief, the management ability of each individual, and the risks of each situation may lead to the summary of different behavioural outcomes (San Martin et al., 2020; Ushakov et al., 2017; Dudukalov et al., 2021).

On the other hand, it may directly affect the intention, not involving other behaviours. A study of Chang, Fu, and Jain (2015) revealed the risk causing consumers not to receive a product or service because their confidence is shaken by the uncertainty. Perceived risk is like a decision point from considering the risk in the context in which it is facing, which
affects the consumer demand.

Therefore, perceived risk is a guideline to perceive the degree of repurchase. If the risk level is high, it may lower the trust level of the product (Shukla & Mishra, 2021).

The support the model that bring firm performance is the theory of planned behaviour do not only affect behaviours, but also have the emotional effect that led to satisfaction from being told or guided by things that are beneficial to the individual (Ihnatenko et al., 2019).

Relationships can result in emotional and behavioural decisions. To explain this relationship is to respond to perceived feedback of consumers and understanding about consumers that come from individual planned behaviour. This theory explains designed behavioural predictions about how humans perform behaviours as mentioned in the theory of planned behaviour has the power to influence behaviours differently, depending on the behaviour of the event, whereby independent variables can affect each other (Ajzen, 1991; Suksutdhi, 2020).

The conceptual model present as follow:

![Conceptual Model](image)

**Fig. 1.** The Model for Transportation Business in Terrorism Area.

An understanding of the risks requires specific awareness of the relevant areas. The more risk exposure processes, the more data are converted to enhance the quality of decision-making behaviour and to determine the emotional orientation of the employee which related to consumer (Soto-Acosta et al., 2014).

The perspective from the knowledge sharing can directly affect to employee behavior and perceived risk support the context of the study. In terms of knowledge sharing performance, the satisfaction which business is the overview in assessing a service or product. Satisfaction of the service will be presented as the perception of fulfilled needs for the service. A customer context is to have a satisfying experience in transporting their package to that area. If customers feel good, they will be encouraged to have positive attitudes towards company (Muangpan, 2022). Satisfaction also enhances a sense of security and increases the enjoyment in exploring the area.

There are two types of service satisfaction as follows: Transient service satisfaction which is assessed from a single activity that separates interactions with service response or post-service satisfaction and Transaction-specific satisfaction which is more sustainable.
when feeling satisfied with that service and then wishing to feel that satisfaction again (Ekinci et al., 2008).

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5 The term of satisfaction from both behavior results

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The concept of satisfaction in terms of marketing or behavioural science is based on the concept of relationship quality, which refers to service marketing that focuses on sustainable interactions between service providers and clients. Satisfaction is part of the behaviour that reduces transaction costs incurred from the marketing mix, and reduces uncertainty over the long term (Crosby, Evans, & Cowles, 1990). When adapting to the transportation service context, it is necessary to be aware of the customer engagement that is essential to the sustainability of the firms. Relationship dimensions are varied by the situational relationship. The satisfaction of the service may involve the location, people in the community, or the value gained from service providers. Nevertheless, consumers’ satisfaction is diversified from expectations that rank on service providers at their discretion.

The relationship between satisfaction and firm performance often comes from improving services to reach more financial output. The transportation industry that there are some differences in activities, including products, service, and environment, so the satisfaction must be assessed from experience to experience. This means satisfaction at the time of carrying out that activity and viewing the overall picture to assess the trends in the consumption relationship that characterizes the attitudes acquired by the activity, and then assessing satisfaction which leads to the determination to come back to use the service again due to the experience gained after the trip. When customer received packages and realize that they want to have the same experience again, they will come back again.

Therefore, the concept is consistent with the value-based assumptions of services. When comparing the effect of satisfaction with experiences and the outcome of transportation service, it is the satisfaction of customers who will come back to use firms’ service that can create value for a company and marketing to be passed on in the future.

6 Implication and Limitations

The theory of knowledge management is flexible to be integrated with various sciences in order to understand the source of motivation in creating decision-making behaviours. This study was conducted in transportation areas with local risk of terrorism and the COVID-19 crisis.

The application of theory to practice is firstly to adapt the theory to the context of the selected science. In this case, the behavioural science theory is combined with employee in transportation business and local marketing to give satisfaction to customerin southern area of Thailand. However, to supplement some variables, such as Perceived risk, will help elaborately provide details of level of attitude in the area with specific circumstances. The results clearly show that satisfaction is more effective in contributing to customer behaviour
than the results of the original theory. Because the experiences gained by employees and customers are different, this theory is flexible to use.

Secondly, the theory recognizes the importance of decision-making that comes from the individual and social pressures. The results of the study clearly show that individual perceptions are important to autonomous satisfaction. This theory measures the influencing forces that are unique to each individual. The next level is the beliefs that are social norms that affect motivation at the individual level. Therefore, customers will scrutinize from what they receive from society before taking action or interacting in their intended purpose.

Thirdly, it is the concept of developing a model which applies customer satisfaction to bring about the attitude of services process to southern area in Thailand. This is because satisfaction is part of the relationship quality that describes past experiences and raises understanding about actual behaviour. However, in this case, the model identified perceived risk, resulting in the clearer effect of perceived risk, but still significantly affecting the normal level of attitude.

This research is difficult to identify a marketing tool that can adjust tourist behaviour due to the risk conditions in the area. The researcher has not been able to adjust local management to implement the marketing approach because the area has not received adequate government support. Because the budget for the development of this area has focused on the terrorism management over the past 20 years, coupled with the budget for the prevention of epidemics in the area, the budget for tourism is not enough to develop capability of the area to be visible to general public.

In addition, it is difficult to collect data due to the abundance of transportation route areas in the province. Moreover, to access to the research data collected by the researcher who enters each area needs to be facilitated by the public sector and local people. An overview of future studies may include more marketing variables in order to indicate additional behaviours and expand to other working areas at risk of transportation. The researcher hopes that the epidemic situation in Thailand will be alleviated in order to get a clear result in finding the outcomes of transportation service from the given models and developing the model to be a role model in managing employee behaviour in the risky area.

7 Discussion and Conclusion

Management of knowledge resources to develop transportation business is important for both economic development within the surrounding trade area and the national economic development at the same time (Widtayakornbundit & Ativetin, 2022). This study focuses on gaining an understanding of employees’ behaviors in areas at risk of terrorism crisis, and the solution from knowledge sharing among entrepreneurs, employees, and consumers that affects long-term relationship for transportation business. Currently, the terrorism crisis and the COVID-19 epidemic have made the area in Pattani, Yala, and Narathiwat Province remain sluggish and decline on situation.

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In this regard, Southern of Thailand, which is a risky area in the southern border provinces, was chosen to conduct the study because there are a variety of route to importation and exportation, and the province has always been an important point of multidomestic strategy for Thai and foreign tourists even though it has been faced with various threats.
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