SIGNIFICANCE OF SOCIAL MEDIA NETWORKING ON KNOWLEDGE

SHARING AMONG IT EMPLOYEES

M. S. SIBI[1], K. ANUSHA[2] & K. RUKMANI[3]

[1]Assistant Professor, Department of Business Administration, Karpagam Academy of Higher Education,

Coimbatore, Tamil Nadu, India

[2]Research Scholar, Department of Business Administration, Annamalai University,

Chidambaram, Tamil Nadu, India

[3]Assistant Professor, Department of Business Administration, Annamalai University,

Chidambaram, Tamil Nadu, India

ABSTRACT

"Knowledge sharing" is the act of capturing, orchestrating, and sharing information in an organization. The goal is simple: to share insights, processes, and information among employees rather than letting these well-deserved resources go to squander. Social Media networking alludes to the use of web-based and mobile technologies to change communication into an interactive dialogue. Social media takes on different forms of magazines, Internet forums, microblogging, weblogs, social blogs, wikis, pictures, podcasts, video, rating and social bookmarking. Social media nowadays plays an important role in individual's everyday life and the usage of social media networking has become more important as a way of communication in recent years. Several trends have been identified and analyzed regarding the transformation of knowledge into a social business. There is an increased adoption of social technologies like Facebook, Twitter, Linkedin etc and adoption of mobile platforms and other tablet devices. Social media is media for social interaction as a superset beyond social communication and there are pros and cons of using social media. The purpose of this study has to identify the role of the employee's demographic profile with altruism, collaboration and internal branding. The descriptive research design used and convenience sampling technique applied in this study. t-test and One way ANOVA is used for the data analysis. The result of this study has several implications for the organization and the employees. The implication arising from the study informs the role that social media technologies can be collectively integrated into work practices among the employees in the organization.

KEYWORDS: Altruism, Collaboration, Internal Branding, Knowledge Sharing & Social Media

INTRODUCTION

The single most significant technological development over the most recent 20 years has been the Internet. The Internet makes it workable for people to the interface, collaborate and share knowledge, information, document, photograph, video, and so on constantly with anybody in the world. The social media has a large role in our daily life. We are in a day and age in which everything we do can be put on some sort of social media networking sites, whether it's Facebook, Twitter or any other site. "Social media is a web-based tool and technologies used to share information and turn communication into interactive dialogues with internal or external audiences" (SHRM Research spotlight: Social media in the workplace).

"Knowledge sharing" is the act of capturing, orchestrating, and sharing information in an organization. The goal is simple: to share insights, processes, and information among employees rather than letting these well-deserved resources go to squander. Researchers have contended that knowledge about work tasks, products, services, competitors, clients, and expertise is an inexorably valuable resource that needs be shared extensively all through the organization. The utilization of social media tools to encourage knowledge sharing comprehensively throughout an organization is growing. As of 2012, four out of five companies are using social technologies at varying phases of maturity and 86% of managers believe that social media is important to their business the in next three years. A dominant part of the adopters is presently using social media tools at varying degrees in cross-functional knowledge sharing. Regardless of whether you're merging two organizations into one, increase thought leadership endeavors', attempting to build consistency crosswise over far-flung workplaces, or simply hoping day-to-day task easier, a knowledge sharing system can put all that valuable, previous information to great use.

SOCIAL MEDIA NETWORKING

Social Media networking alludes to the use of web-based and mobile technologies to change communication into an interactive dialogue. Social media takes on different forms of magazines, Internet forums, microblogging, weblogs, social blogs, wikis, pictures, podcasts, video, rating and social bookmarking. Social media nowadays plays an important role in individual's everyday life and the usage of social media networking has become more important as a way of communication in recent years. This type of communication using Facebook, Twitter, Skype, etc. can be with a person or with multiple persons. Today, most of the people specifically the youngsters are hooked up towards different social media for keeping in contact with their friends, colleagues, and peers. Social media is media for social interaction as a superset beyond social communication and there are pros and cons of using social media. One most significant advantage is that, online sharing of knowledge and information among the different groups of people.

Figure 1

Statement of the Problem

Most of the organizations today struggle to effectively manage their rapidly growing volume of vital corporate knowledge. Enormous amounts of useful information are being trapped in information silos, such as email inboxes, and many companies have limited understanding of organizational expertise or talent because the right information is either not collected or not available to the right people at the right time to make right decisions. On top of all this, knowledge is also

being lost when the employees decide to leave the company. On the other hand, organizations are increasing their dependence on knowledge and information technology as assets to innovate and create value. Several trends have been identified and analyzed regarding the transformation of knowledge into a social business. There is an increased adoption of social technologies like Facebook, Twitter, Linkedin etc and adoption of mobile platforms and other tablet devices. The rise of the generation –Y (younger generation employees) in the organization who were born digital, know what social collaboration is and they are bringing the concept to life in their workplaces. The sudden shift in the technology has become a catalyst for the Indian IT services and there is a lack of ready availability of skilled hands in the new domains. Many organizations are moving their business systems to the cloud to reduce costs, which also helps in the adoption of social media and mobile gadgets. Based on the study, nearly half of the U.S companies still ban employees from using social networking sites like Facebook, Twitter, and LinkedIn while on the job. However, the 100 best companies to work to embracing social media going so far as to allow their employees to represent their brand online, resolve customer's issues and create online content. This study helps to investigate the role of social media networking on knowledge sharing among IT employees.

NEED FOR THE STUDY

Organizations have an urgent need to pay specific attention to effective knowledge sharing, which is vital importance to their success and to achieve competitive advantage. Knowledge sharing can be materialized in written form through IT systems or via face-to-face communications. It is important for the next generation managers to provide opportunities for people to share their knowledge. The team members or the peers do not always share the complete secrets because an average professional does not always want to see his disciple go beyond him. Therefore, the organizations have to stimulate a need to share knowledge among a group of people. When this need appears, physical or electronic spaces are likely to be used for knowledge sharing. Social media is the second most lucrative segment for IT firms, offering a USD250 billion market opportunity by 2020. Growing technologies present an entire new gamut of opportunities for IT firms in India. SMAC (Social Computing, Mobility, Analytics and Cloud) provides USD1 trillion opportunity. Social Computing, Mobility, Analytics, and Cloud (SMAC) is taking significant leaps and companies are getting into this field by offering big data services, which provide clients with better insights for future cases. Source: NASSCOM.

REVIEW OF LITERATURE

Katja Terglav et al. (2016) found that the brand-oriented leadership of top management is an important driver of internal branding process and an indirect predictor of employees' commitment. Moreover, three mediators are examined in relation to how brand-oriented leadership affects brand commitment. Results indicate that employee brand knowledge, employee-brand fit, and psychological contract fulfillment fully mediate the relationship between brand-oriented leadership and brand commitment. For leadership to enhance commitment, leaders must compel employees to possess the brand-relevant knowledge, share similar brand values, and perceive their psychological contract as being fulfilled.

Zahir Irani, et al. (2017) stated that working collaboratively with internal and external partners (suppliers, customers, and internal stakeholders) has been at the epicenter of product design. Knowledge sharing has been well recognized in this context. This study draws on the resource-based view (RBV) of the firm and two vignettes that relate to 'collaborative co-design' and 'collaborative design-to-order'. They illustrated the role of social media/Web 2.0 in building knowledge sharing capabilities of sense- and decision-making for internal and external partners during product design.

Mohamed Hossein Jarrahi (2017) provided insight into the transformative role social media may play in informal knowledge sharing in an enterprise by adopting a social capital perspective. This work explores the ways in which the use of social media results in the digital transformation of informal ties that provide the social capital needed for knowledge sharing within and across organizations. The effects of social media on social ties are captured by drawing upon a field study of social media adoption by consultants.

RESEARCH METHODOLOGY

Research Design

This research describes on how IT employees share their knowledge internally and externally through social media networking. The study attempts to describe the perception and practice of the employees on how knowledge is collected, shared and reused in the Organization. Considering the nature of research, the Descriptive Research Design has been used by the researcher

Data Collection

Primary Data was collected with the help of questionnaires and an online survey was carried out in www.googledocs.com which is a web application. The completed questionnaires were exported from GoogleDocs to SPSS files. The data were collected during the period of November 2016 – August 2017. Secondary Data have been collected from various Journals, Magazines, Websites and Published Sources. Five points Likert scale has been used to frame the 68 statements.

Sampling Area and Sampling Unit

This research has been conducted in Chennai, Tamil Nadu. Chennai being the second largest exporter of IT and IT Enabled services in India was recently rated as having the highest quality of life among Indian cities ahead of the other three metros and Bangalore based on the location ranking survey conducted by ECA(Employment Conditions Abroad) international. Chennai has also been rated as the most attractive Indian city for offshoring services. So the researcher finds Chennai as the most suitable area and IT companies as the pertinent unit to conduct this research.

Statistical Tools Used

The collected data were coded and processed through SPSS package version 16 and analysis of moment structures (AMOS) packages version 20. The researcher has applied the following statistical tools to fulfill the objectives.

- t-test

- One way ANOVA

OBJECTIVE

To identify the role of employee demographic profile with altruism, collaboration and internally branding.

DATA ANALYSIS AND INTERPRETATION

Table 1: Variance between Altruism, Collaboration and Internal Branding with Age of the Employees

Dimensions of Knowledge Sharing	Age	Mean	Std. Deviation	t- Value	p- Value	Null Hypothesis Accepted/Rejected
Altruism	21-30	28.150	6.276	-1.573	.117	Accepted
	31-40	29.442	2.598			
Collaboration	21-30	41.325	6.805	-3.238	.001	Rejected
	31-40	44.393	5.765			
Internal Branding	21-30	45.225	8.868	-1.729	.085	Accepted
	31-40	47.311	6.302			

Source: Primary Data (Significant Level 5%)

Null Hypothesis (H0): There is no significant difference between altruism, collaboration and internal branding with the age of the employees working in top ten IT companies.

t-test was performed to find out the significant difference between creativity altruism, collaboration and internal branding and age groups of the employees working in top ten IT companies.

The above table shows that there is no significant variation between the age group and Altruism of the employees working in top IT companies, where, t= -1.573; p=.117 with mean value= 28.150 and SD= 6.276 for employees with age group between 21-30 and mean value= 29.442; SD= 2.598 for employees in the age group of 31-40. Therefore the employees have an altruistic behavior when sharing their knowledge though social media. Considering the standard deviation values of altruism, the employees in the age group of 21-30 have high altruistic behavior than that of the employees in the age group of 31-40. Since there is no significant difference between the age groups and Altruism, the null hypothesis (H0) is accepted.

It is inferred that there exists a significant difference between the age groups and collaboration of the employees working in top IT companies, where, t= -3.238; p=.001 at the 5% level of significance with the mean value= 41.325 and SD= 6.805 for employees in the age group between 21-30 and mean value= 44.393; SD= 5.765 for employees in the age group 31-40. Therefore the employees support collaboration through social media for sharing knowledge. Considering the standard deviation values of collaboration, the employees in the age group of 21-30 have increased level of collaboration more than the employees in the age group of 31-40. Since there is a significant difference between the age groups and collaboration, the null hypothesis (H0) is rejected.

There is no significant variation between internal branding and age groups of the employees working in top IT companies, where, t=-1.729; p=.085 with mean value= 45.225 and SD= 8.868 for employees in the age group between 21-30 and mean value= 47.311; SD= 6.302 for employees in the age group 31-40. Therefore the employees participate in internal branding through social media. Considering the standard deviation values of internal branding, the employees in the age group of 21-30 have increased participation in internal branding than that of the employees in the age group of 31-40. Since there is no significant difference between the age groups and Internal branding, the null hypothesis (H0) is accepted.

Table 2: Variations Between Collaboration and Internal Branding with Experience of the Employees

Dimensions of Knowledge sharing	Experience	Mean	Std. Deviation	F-value	P-value
Altruism	less than 1 year	27.500	.522	8.119	.001
	1-5 years	29.875	4.780		
	5-10 years	26.721	6.658		
	above 10 years	30.500	1.566		
Collaboration	less than 1 year	42.000	6.266	6.460	.001
	1-5 years	42.791	5.978		
	5-10 years	40.481	7.203		
	above 10 years	48.000	5.222		
Internal branding	less than 1 year	44.500	2.611	20.453	.001
	1-5 years	48.450	7.018		
	5-10 years	42.000	8.964		
	above 10 years	53.500	.522		

Source: Primary data(Significant level 5%)

Null Hypothesis (H0): There is no significant variation between altruism, collaboration and internal branding with experience of the employees working in top ten IT companies.

It is inferred from the table that there is a significant variation between altruism and experience of the employees working in top IT companies. The result reveals that there is a significant difference between the experience of the employees and altruism, where, F= 8.119; p=.001 at the 5% level of significance with mean value= 27.500 and SD=.5223 for employees having experience of less than 1 year, with the mean value= 29.875 and SD= 4.780 for employees with 1-5 years of experience. Mean value= 26.721 and SD= 6.658 for employees having 5-10 years of experience. Mean value=30.500 and SD=1.566 for employees having above 10 years of experience. Considering the standard deviation value of the experience, the employees having 5-10 years have increased altruistic behavior on sharing their knowledge through social media than that of other employees. Since there is a significant difference between experience and altruism, the null hypothesis (H0) is rejected.

There exists a significant variation between collaboration and experience of the employees working in top IT companies. The result reveals that there is a significant difference between the experience of the employees and collaboration, where, F= 6.460; p=.001 at the 5% level of significance with the mean value= 42.000 and SD= 6.266 for employees having experience of less than 1 year, with the mean value= 42.791 and SD= 5.978 for employees with 1-5 years of experience. Mean value= 40.481 and SD=7.203 for employees having 5-10 years of experience. Mean value= 48.000 and SD= 5.222 for employees having above 10 years of experience. Considering the standard deviation value of the experience, the employees having 5-10 years of experience have increased level of collaboration on sharing their knowledge through social media than that of other employees. Since there is a significant difference between experience and collaboration, the null hypothesis (H0) is rejected.

The above table, there is no significant variation between internal branding and experience of the employees working in top IT companies. The result reveals that there is no significant difference between designation of the employees and internal banding, where, F= 20.453; p=.001 at the 5% level of significance with mean value= 44.500 and SD= 2.611 among employees having less than 1 year of experience and mean value= 48.458 and SD=7.018 among employees having 1-5 years of experience. Mean value= 42.000 and SD= 8.964 among employees with 5-10 years of experience and mean value= 53.500 and SD=.522 among employees having above 10 years of experience. Considering the

standard deviation of experience among employees, the employees having 5-10 years of experience participate more in internal branding through social media than that of other employees. Since there is no significant difference between experience and internal banding, the null hypothesis (H0) is rejected.

Multiple Comparisons (Tukey HSD)

Table 3

Dimensions of Knowledge sharing	Experience		Mean Difference	P- Value
Altruism	less than 1 year	1-5 years	-2.375	.485
		5-10 years	.778	.967
		above 10 years	-3.000	.548
	1-5 years	less than 1 year	2.375	.485
		5-10 years	3.153	.001*
		above 10 years	-.625	.982
	5-10 years	less than 1 year	-.778	.967
		1-5 years	-3.153	.001*
		above 10 years	-3.778	.110
	above 10 years	less than 1 year	3.000	.548
		1-5 years	.625	.982
		5-10 years	3.778	.110
Collaboration	less than 1 year	1-5 years	-.791	.978
		5-10 years	1.518	.868
		above 10 years	-6.000	.113
	1-5 years	less than 1 year	.791	.978
		5-10 years	2.310	.019*
		above 10 years	-5.208	.042*
	5-10 years	less than 1 year	-1.518	.868
		1-5 years	-2.310	.019*
		above 10 years	-7.518	.001*
	above 10 years	less than 1 year	6.000	.113
		1-5 years	5.208	.042*
		5-10 years	7.518	.001*
Internal Branding	less than 1 year	1-5 years	-3.958	.323
		5-10 years	2.500	.706
		above 10 years	-9.000	.024*
	1-5 years	less than 1 year	3.958	.323
		5-10 years	6.458	.001*
		above 10 years	-5.041	.134
	5-10 years	less than 1 year	-2.500	.706
		1-5 years	-6.458	.001*
		above 10 years	-11.500	.001*
	above 10 years	less than 1 year	9.000	.024*
		1-5 years	5.041	.134
		5-10 years	11.500	.001*
*The mean difference is significant at the 0.05 level				

Source: Primary data

The above table shows multiple comparisons between the employee's experience and Altruism, Collaboration, Internal Branding. It shows which groups differed from each other. Role of Altruism with the experience of employees shows significant difference between 1-5 years and 5-10 years p-value=..001which is less than.05. 5-10 years and 1-5 years p-value=.001 which is less than.05. Role of Collaboration with the experience of employees between 1-5 years and 5-10 years, above 10 years p-value=.019 and p-value=.042 which is less than.05. 5-10 years and 1-5 years, 5-10 years p-

value=.042 and p-value=.001 which is less than.05. Above 10 years and 1-5 years, 5-10 years p-value=.042 and p-value=.001which is less than.05. Role of Internal Branding with the experience of employees between less than 1 year and above 10 years p-value=.024. 1-5 years and 5-10 years p-value=.001 which is less than.05. 5-10 years and 1-5 years, above 10 years p-value=.001and p-value=.001 which is less than.05. Above 10 years and less than 1 year, 5-10 years p-value=.024 and p-value=.001 which is less than.05.

Findings

- There is a significant difference between the experience of the employees and their creativity, where F= 7.134; p=.001 at the 5% level of significance, mean value= 36.083 and SD=5.843 for employees with 1-5 years of experience and Mean value=41.000 and SD=.001 for employees having above 10 years of experience.

- From this analysis the p value is less than 0.05 and significant at the 5% level, it is concluded that there is an influence among altruism, collaboration and internal branding with respect to knowledge sharing through social media among the employees in top ten IT companies.

Suggestion

It is suggested that an increase in motivation of the employees increases the altruistic behavior of the employees in sharing the knowledge through the social media. Often people chose to help other people is only because of their own experience and the struggle which they have faced. It is vital for having knowledge sharing culture in organizations and strengthening knowledge sharing practices by management Additionally, employees should enhance and build good relationships between colleagues to encourage the knowledge sharing activities between them that prompt creativity in all of its structures and desire to improve themselves in order to be a service to other individuals demonstrates the importance of creating and work environment in which they are encouraged to learn more about their professional life. It is suggested that people who perceive that they possess expertise must share their knowledge and must think that it has a power to affect others with such information.

CONCLUSIONS

Social networks have millions of users and the number of the user increases rapidly day by day. This study 'Role of social media networking on knowledge sharing among IT employees' aimed to explain the role of social network in sharing knowledge among employees within and across the organization. Social media networking has become an integral part of any individual's daily routine. We can easily collaborate and work with our colleagues on the opposite side of the world and share enormous information with the help of social media tools. For organizations that ensure value to knowledge sharing, integrating social media into their daily business life is essential to enable the employees to have an easy access and offer training for the inexperienced users.

Managerial Implications

The result of this study has several implications for the organization and the employees. The implication arising from the study informs the role that social media technologies can be collectively integrated into work practices among the employees in the organization. The social media networking in the organization helps in a faster and effective way of communicating knowledge to the right people at the right time.

REFERENCES

1. Katja Terglav, Maja Koneˇ Cnik Ruzzier, Robert Kaˇ Se (2016) Internal Branding Process: Exploring The Role Of Mediators In Top Management's Leadership–Commitment Relationship, International Journal Of Hospitality Management 54, Pp 1–11

2. Mohamed Hossein Jarrahi (2017) Social Media, Social Capital, And Knowledge Sharing In An Enterprise, *IEEE*, **ISSN:** 1520-9202 Issue: 99

3. Rooksby, J., Baxter, G., Cliff, D., Greenwood, D., Harvey, N., Kahn, A., Keen, J., (2009) Social Networking and the 3Workplace Bristol UK: The UK Large Scale Complex IT System Initiatives.

4. Said Abdullah Al Saifi (2014) The Nature Of The Relationships Between Social Networks, Interpersonal Trust, Management Support, And Knowledge Sharing, The University Of Waikato, Thesis.

5. Seyed Mehdi Alvani, Qanbar M. Elyasi, Yousef Vakili (2013), The Pattern Of Knowledge Sharing In Organization With Social Interaction Approach: A Case Study In The Research Department Of National Iranian Oil Engineering And Construction Company, European Online Journal Of Natural And Social Sciences ; Vol.2, No. 3 (S), Pp. 777-789 ISSN 1805-3602

6. Shintaro Okazaki, Luisa Andreu And Sara Campo(2017) Knowledge Sharing Among Tourists Via Social Media: A Comparison Between Facebook And Tripadvisor, *International Journal Of Tourism Research, Int. J. Tourism Res.*, 19: 107–119

7. Silvia Fernandes, Ana Belo (2016) Social Networks As Enablers Of Enterprise Creativity: Evidence From Portuguese Firms And Users, *Journal Of Technology Management & Innovation* ISSN: 0718-2724, Volume 11, Issue 2.

8. Zahir Irani, Amir M. Sharif, Thanos Papadopoulos & Peter E. D. Love (2017) Social Media And Web 2.0 For Knowledge Sharing In Product Design Vol. 28, Iss. 13,