Chapter 38
Leveraging Knowledge Sharing over Social Media Tools

Nora Obermayer
University of Pannonia, Hungary

Lajos Szabó
Corvinus University of Budapest, Hungary

Zoltán Gaál
University of Pannonia, Hungary

Anikó Csepregi
University of Pannonia, Hungary

ABSTRACT

Knowledge management and social media have become trendy expressions in the business life. Knowledge is seen as the most important strategic asset and knowledge workers play a central role in value creation. Organizations have an urgent need to pay attention to effective knowledge sharing, thus, it is important to understand what encourages individuals to share their knowledge. Social media tools, like Facebook have become mainstream, modified personal relationships and generated new possibilities to facilitate collaboration. An exploratory survey investigates how social media tools are being used for knowledge sharing and examines the characteristics of the different generations. The results have shown that organizations prefer not to allow the usage of social media; but where the employees are supported to reach these tools, high proportion of them utilize these technologies. This chapter introduces these results and provides recommendations on how to foster employee motivation to use social media for work purposes in knowledge sharing.

INTRODUCTION

Researchers regard knowledge as the key ingredient in gaining long-term competitive advantage because knowledge is the main inimitable resource (Barney, 1986; Grant, 1996; Murray & Peyrefitte, 2007). In organizations knowledge and information are the most important factors of value (Prahalad & Hamel, 1990), moreover intellectual capital (IC) or intangible asset including human capital, research and development, structural capital and relational section (Edvinsson & Malone, 1997; Stewart, 1997; Sveiby, 1997) is perceived as a principal to the achievement of competitive advantage (Barney, 1986; Spender, 1996). Having knowledge supports to cope with daily works and it can also set up individuals

to deal with new situations and utilize it when needed. The exchange of knowledge among employees is a vital part of knowledge management, organizations are faced with the challenge of how to get people to share their knowledge. Knowledge transfer theory is concerned with the dissemination of individual knowledge through organizations (Nonaka & Von Krogh, 2009). Knowledge workers may recognize the importance of knowledge management for their business life, but it can happen that their willingness to share knowledge depends on their demographic characteristics such as their age (belonging to a certain generation). When organizations understand the determinants of knowledge sharing, effective technologies can be implemented to improve competitiveness.

The most significant technological development in the last twenty years has been the Internet, which enables everyone to collaborate and share information, knowledge, document, photo, etc. with anyone in the world. Individuals are able to make use of social media tools in order to increase profusion of their networks, accumulate information. Social media tools have taken the world in a storm, it has become a mainstream, modified personal relationships, allowed individuals to contribute to number of cases and constitute new possibilities to facilitate collaboration. The advantage of implementing social media is enormous. Knowledge workers may be reserved to make use of social media because they may not appreciate the power of social media or be concerned about security of reliability. In addition, many organisations do not support their employees using social media because they may be concerned about the risks of a potential misuse.

THEORETICAL BACKGROUND

This section starts with a general introduction into the theory of knowledge management, knowledge sharing and knowledge sharing behaviour. The next paragraph is about social media technologies and the connection between social media and knowledge sharing. The last part of this section is about generations and linkage to knowledge sharing.

Knowledge Management and Knowledge Sharing

Knowledge, knowledge management and knowledge sharing have become popular topics nowadays. In knowledge economy knowledge has also become a strategically important resource and the performance driver for organizations (Yesil & Dereli, 2013). Either located in the minds of the individuals (tacit knowledge) (Polányi, 1966) or embedded in organizational routines and norms, codified in technological devices (explicit knowledge) (Nonaka & Takeuchi, 1995) knowledge enables the development of new competences as well (Choo, 1998). Knowledge management is not a monolithic, but a dynamic and continuous organizational phenomenon (Alavi & Leidner, 1999). In this era characterized by fast change and uncertainty, it is widely accepted that intellectual resources are key organizational assets (Wenger, 2000) and successful organizations are those that consistently create new knowledge, disseminate it throughout the organization, and embody it in technologies, products, and services (Gottschalk, 2007). From the generic knowledge management processes being the acquisition, generation and creation, codification, storing, sharing, transfer and utilization of knowledge certain authors stress the importance of mainly knowledge creation and sharing processes (Davenport & Prusak, 1998). Knowledge sharing thus represents a key knowledge management process in organizations and can also be considered fundamental for generating new ideas and developing new business opportunities (Lin, 2007). According to

22 more pages are available in the full version of this document, which may
be purchased using the "Add to Cart" button on the publisher's webpage:
[www.igi-global.com/chapter/leveraging-knowledge-sharing-over-social-](www.igi-global.com/chapter/leveraging-knowledge-sharing-over-social-media-tools/242163)
[media-tools/242163](www.igi-global.com/chapter/leveraging-knowledge-sharing-over-social-media-tools/242163)

Related Content

Designing Learner-Centered Multimedia Technology
Sandro Scielzo, Stephen M. Fioreand Haydee M. Cuevas (2009). *Encyclopedia of Information Science and Technology, Second Edition (pp. 1059-1064).*
www.irma-international.org/chapter/designing-learner-centered-multimedia-technology/13706

Developing an Online Community to Promote Engagement and Professional Learning for Pre-Service Teachers Using Social Software Tools
Catherine McLoughlinand Mark J.W. Lee (2010). *Journal of Cases on Information Technology (pp. 17-30).*
www.irma-international.org/article/developing-online-community-promote-engagement/40321

Critical Success Factors of ERP Implementation
Leopoldo E. Colmenaresand Jim O. Otieno (2005). *Encyclopedia of Information Science and Technology, First Edition (pp. 628-633).*
www.irma-international.org/chapter/critical-success-factors-erp-implementation/14310

Evaluation of Determinants of Software Quality in Offshored Software Projects: Empirical Evidences From India
Ganesan Kannabiranand K. Sankaran (2020). *International Journal of Information Technology Project Management (pp. 32-54).*
www.irma-international.org/article/evaluation-of-determinants-of-software-quality-in-offshored-software-projects/242909

Advanced Techniques for Object-Based Image Retrieval
Y. J. Zhang (2005). *Encyclopedia of Information Science and Technology, First Edition (pp. 68-73).*
www.irma-international.org/chapter/advanced-techniques-object-based-image/14213