

# Chapter 1

## Exploring Determinants of Knowledge Sharing and the Role of Social Media in Business Organizations: Overview and New Direction

**Francesca Di Virgilio**  
*University of Molise, Italy*

### **ABSTRACT**

*Knowledge sharing is one of the greatest challenges for a business organization. Organizations not only need to focus on innovation of new products and services, but also to pay specific attention to effective knowledge sharing which is of vital importance to their success. In this context, social media have become increasingly popular. They have a profound impact on personal relationships, enable individuals to contribute to a number of issues and generate new possibilities and challenges in order to facilitate knowledge sharing. However, scarce attention has been devoted so far to the theme of social media security and its effects on behavioral intention in relation to knowledge sharing. As a response to this challenge, this chapter illustrates a research roadmap of knowledge sharing which includes important collective variables. This study aims at highlighting a new direction for the evaluation of social media as a tool for knowledge sharing in business organizations. Finally, it concludes with the discussion of several open issues and cutting-edge challenges.*

DOI: 10.4018/978-1-5225-2897-5.ch001

## **INTRODUCTION**

The rising popularity and the recent development of knowledge management are considered to be the result of the organization's needs to obtain a competitive edge and strategic differentiation, in the face of globalization and of the explosion of media and information phenomena. Industrially developed countries claim that the third era of development has not been recently induced by agriculture or industry, but by information and knowledge (Gaál et al. 2015; Usman, & Oyefolahan, 2014; Yassin, et al. 2013).

This is an era of rapid change and uncertainty, characterized by both the increasing importance of knowledge and knowledge management as well as a wide use of new information technologies which can, potentially, change radically the way organizations work. As it has already been stated, the Internet has been the single most significant technological development in the last 20 years. It allows individuals to connect, collaborate and share knowledge, information, documents, photos, videos, etc. continuously with anyone in any place around the world. As several authors (Gaál et al. 2015; Usman, & Oyefolahan, 2014; Yassin, et al. 2013) have noticed, second generation web-based technologies are increasingly becoming popular in the managerial context.

This phenomenon is emphasized by the dramatic development of social media that constitute a meaningful example of users' involvement in knowledge dissemination and in collaborative content creation. In particular, new web technologies enable people to engage and to share information all over the world and across different platforms through the use of multiple modalities for interaction and contribution (Eijkman, 2011). While relying on the same knowledge framework (Dawson, 2007; Vuori & Okkonen, 2012), these technologies support and encourage collaborative writing (e.g., Wikis), content sharing (e.g., text, video, and images), social networking (e.g., Google+, LinkedIn, Facebook, Twitter), training (e.g. webinar) social bookmarking (e.g. ratings, tagging), and syndication (e.g., web feeds: RSS, Atom) (Dawson, 2008).

More recently, as organizations have recognized the power and purpose of these tools, they have begun incorporating social media into their business processes (Gaál et al., 2014). However, with increased collaboration and communication, there are cyber security risks that a company may monitor and/or face with new technologies, especially with social media (Zhang & Gupta, 2016). Given the numerous cases of data interception, information fraudulence, privacy spying, and copyright infringement from disorganized social organizational forms and non-friendly participation bodies that have been reported and discussed over the last few years, it is now even more crucial that organizations address this fundamental issue.

The first part of this chapter aims to present an overview of previous studies conducted on knowledge and knowledge sharing. In analyzing the literature it becomes

28 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/exploring-determinants-of-knowledge-sharing-and-the-role-of-social-media-in-business-organizations/185895](http://www.igi-global.com/chapter/exploring-determinants-of-knowledge-sharing-and-the-role-of-social-media-in-business-organizations/185895)

## Related Content

---

### Digital Disruption in the Accounting Profession: The Case of Greek Accountants

Athanasios A. Mandilas, Dimitrios Kourtidis, Ioannis E. Petasakis and Stavros Ioannis Valsamidis (2022). *International Journal of Knowledge-Based Organizations* (pp. 1-19).

[www.irma-international.org/article/digital-disruption-in-the-accounting-profession/305347](http://www.irma-international.org/article/digital-disruption-in-the-accounting-profession/305347)

### Knowledge Transfer and Team Performance in Distributed Organizations

Ngoma Sylvestre Ngoma and Mary Lind (2015). *International Journal of Knowledge-Based Organizations* (pp. 58-80).

[www.irma-international.org/article/knowledge-transfer-and-team-performance-in-distributed-organizations/125585](http://www.irma-international.org/article/knowledge-transfer-and-team-performance-in-distributed-organizations/125585)

### Data Semantics

Daniel W. Gillman (2006). *Encyclopedia of Knowledge Management* (pp. 97-104).

[www.irma-international.org/chapter/data-semantics/16938](http://www.irma-international.org/chapter/data-semantics/16938)

### Impact of Knowledge Management Dimensions on Learning Organization: Comparison Across Business Excellence Awarded and Non-Awarded Indian Organizations

Deepak Chawla and Himanshu Joshi (2011). *International Journal of Knowledge Management* (pp. 68-85).

[www.irma-international.org/article/impact-knowledge-management-dimensions-learning/53239](http://www.irma-international.org/article/impact-knowledge-management-dimensions-learning/53239)

### Knowledge Sharing and the Improvement of Service Delivery in an Academic Library

Tšeole Emmanuel Tahleho and Patrick Ngulube (2022). *International Journal of Knowledge Management* (pp. 1-13).

[www.irma-international.org/article/knowledge-sharing-and-the-improvement-of-service-delivery-in-an-academic-library/291704](http://www.irma-international.org/article/knowledge-sharing-and-the-improvement-of-service-delivery-in-an-academic-library/291704)