

Antecedents of Knowledge Sharing Through Social Media-Developing a Conceptual Framework

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Abstract: Knowledge is a competitive strength of every individual company. Perspective knowledge sharing culture will manifest and this culture allows employees to exchange valuable information with each another. Knowledge sharing comes as the result of organizational and individual behavioral factors. It is firm assumption that attitude towards; experience sharing, socializing, learning, trust with members involved; increases knowledge sharing behavior. Social media technologies can assist the process of sharing knowledge in organizations because it allows easy and instant communication. The unique features of social media technologies which are digital in nature, enable companies to determine the best strategy to increase knowledge sharing within and with other companies. Social media will be used as a mode of communication tool where employees within the organization will be able to share their knowledge with other members. Knowledge sharing using social media involves technological factors in addition to both organizational and individual behavior; these factors assist and motivates user to utilize the social media for knowledge sharing. In this study, we ventured into systematically and structurally reviewing the literature to develop a conceptual framework for knowledge sharing through social media. This study contributes to the understanding of knowledge sharing through social media and its antecedents which is relatively a new area of research. It presents key antecedents that are found to have an effect on knowledge sharing through social media. This study is anticipated to contribute in understanding the causes and effects of knowledge sharing through social media and its antecedents and provides possible scope for future research in this area.

Key words: Knowledge sharing, organizational factors, technological factors, individual behavior factors, social media, social networks, knowledge management

INTRODUCTION

Knowledge has always been a precious commodity within organizations. According to Wiig knowledge in the workplace is “the ability of people and organizations to understand and act effectively while the Oxford English Dictionary speaks of “acknowledgement or recognition”. In commercial and competitive work-environments professionals build the best possible knowledge in order to achieve their objectives. Building knowledge is not just gathering information. Some consider knowledge and information the same but this is a misconception. Where information consists of facts, knowledge is more than that. Fresh information is matched with existing knowledge, accepted inside our heads and made into new knowledge. Having knowledge not only helps us to cope with routine situations, it also equips us to deal with new situations, anticipate outcomes and improvise when needed. Organizations that need to grow, compete and function in an ever evolving environment, naturally don't leave the development of precious knowledge within

the organization to chance. The exchange of information and knowledge among employees is a vital part of the field known as knowledge management (Cabrera and Cabrera 2002). To facilitate knowledge management, the management of organizations will introduce incentives to promote innovation, learning and effective knowledge sharing. Knowledge transfer plays a significant role within the broader concept of knowledge management. It enables individuals to enhance working skills and capability and facilities teams to develop a team knowledge base. However, in practice the sharing of knowledge not only involves what knowledge is shared but also how knowledge is shared (Wang *et al.*, 2006).

Research on knowledge sharing within organizations has showed that with the help of social media anyone can share anything with anyone across the globe. For an organization, the sharing of knowledge among its employees promises many benefits: it allows the organization to build on past experience and knowledge, respond more quickly to problems, develop new ideas and insights and avoid reinventing the wheel or repeating

Table 1: Knowledge management and sharing activities in literature

Source/Researchers	Knowledge management and sharing activities
Wiig	Creation; manifestation; use; transfer
Nonaka (1994)	Socialise (covert tacit knowledge to tacit knowledge); externalise (covert tacit knowledge to explicit knowledge); combine (covert explicit knowledge to explicit knowledge); internalise (covert explicit knowledge to tacit knowledge)
Leonard (1995)	Shared and creative problem solving; importing and absorbing technological knowledge from the outside of the firm; experimenting prototyping; implementing and integrating new methodologies and tools
Anderson (1996)	Share; create; identify; collect; adapt; organise; apply Choo Sense making (includes information interpretation); knowledge creation (includes information transformation); decision making (includes information processing)
Szulanski (1996)	Initiation (recognise knowledge need and satisfy that need); implementation (knowledge transfer takes place); ramp-up (use the transferred knowledge); integration (internalise the knowledge)
Holsapple <i>et al.</i> (1996)	Procure; organise; store; maintain; analyse; create; present; distribute; apply
Alavi (1997)	Acquisition (knowledge creation and content development); indexing; filtering; linking involves screening, classification, cataloguing, integrating and interconnecting internal and external sources; distributing (packaging and delivery of knowledge in the form of web pages); application (using knowledge)
Van der Spek and Spijkervet (1997)	Develop; distribute; combine; hold

past mistakes (Cyr and Choo, 2010). With the increased use of social media, personal and work identities are blurred (Mostaghim and Crotty, 2011). Savalle *et al.* argued that with the boundaries between private and business blurring, a new sort of organization emerges. Professionals see the advantages of using social media in gathering information and increasing their network. For the organizations marketing, relationship building and knowledge sharing are advantages. Only 17% of companies are not engaged in social media at all; three quarters expects the social media activities to grow in the coming years. Companies across various industrial sectors such as banking and financial services, insurance, travel and hospitality, retail, consumer goods, IT services and many more use social media tools for sharing knowledge across the organization.

Now a days, knowledge, innovation and creativity are widely recognized as the most crucial competitive factors that can substantially supports and foster an enterprise’s adaptation, survival and outstanding performance (Sigala and Chalkiti, 2015). Knowledge sharing creates opportunities to maximize organization ability to meet those needs and generates solutions and efficiencies that provide a business with a competitive advantage. From the previous studies, regarding what motivates employees to use social media for work purposes, the study shown that 20.4% of the actual use and 42.7% of the intended use of social media are motivated by information, social interaction, personal identity, entertainment and knowledge sharing. The search for information and entertainment are motivations that significantly predict the use of social media in the work place. Besides these motivations, private life experience sharing attitude using social media and the workplace culture having social media for work purposes also have a direct effect on its use. Regarding the effect on knowledge sharing, the study conducted shows that using social media for work purposes has a positive effect

on knowledge sharing within the entire organization. The degree of knowledge sharing is influenced by the social media utilization. The better the social media platform is arranged on the sharing of knowledge, the better the knowledge will actually be shared.

While, we can moot the idea of social media and related tools might come in handy for organizational knowledge sharing through their potentiality on interactive and collaborative technologies, there is paucity of established scholarly research and proven theories to fathom the contributions of social media in fostering organizational knowledge sharing. This study is intended to theoretically investigate the most relevant papers that has the nexus between knowledge sharing and social media and their antecedents and demonstrate the causal relationships among them after a critical analysis. The summary of some of the important knowledge management and sharing activities documented in literature is shown in Table 1.

Literature review: Knowledge sharing provides individual with opportunity to enhance their skills and performance by working together while improving the organizational productivity, efficiency, quality and innovation in achieving the business success. Lee and Al-Hawamdeh (2002) reported that “Knowledge sharing is a deliberate act that makes knowledge reusable by other people through knowledge transfer”. Knowledge sharing in broader perspective is defined as process where individuals or group of people exchange all kinds of knowledge including explicit and tacit knowledge, hence create and facilitate new knowledge (Van den Hooff *et al.*, 2003). As explained by Goh (2002), knowledge sharing requires the willingness of an individual or group in an organization to display a high level of co-operative behavior by working with one another and share their knowledge for their mutual benefits.

Liu (2012) examined knowledge incentive mechanisms as a new development in the management of knowledge. This study explores the relationship among knowledge incentive mechanisms, knowledge psychological ownership and individual knowledge creation behavior. Data analysis suggests that knowledge incentive mechanisms promote the psychological ownership by the knowledge owner so that he or she actively carries out knowledge innovation. Adamovic *et al.* (2012) investigated on the social media technology trends in Nielsen, a global information and measurement company and to establish how these technologies can help the company to create a knowledge-sharing culture. The findings of the study revealed that respondents had a positive attitude to sharing knowledge with one another through using social media tools. This study highlighted the possible advantages of the social media for sharing knowledge and how Nielsen could use the tools more widely.

Vuori and Okkonen (2012) investigated the issue from both theoretical and empirical viewpoints. The motivational factors regarding knowledge sharing in general are summed up from literature. The results reveal that the motivation to share knowledge through an intra-organizational social media platform is the desire to help the organization reach its goals and helping colleagues while financial rewards and advancing one's career were seen as least motivating with some additional features: reciprocity in knowledge sharing, making every-day work easier and faster and ease of use are the key factors that make or break the success. Syed Omar and Rowland, (2004) studied about the performance of knowledge management and knowledge transfer in public sector and in developing countries. They investigated about the relationship between organizational elements and the performance of knowledge transfer. They considered five main independent variables such as organizational culture, organizational structure, technology, people/human resources and political directives and they revealed the significant relationships between some of the variables and either the creation of knowledge assets or performance of knowledge transfer. Seidler and Hartmann, (2008) examined the use of tacit knowledge within innovative organizations. The findings of the study reported that the role of tacit knowledge in innovation management was analyzed. They highlighted the creation, availability and transfer of tacit knowledge within an organization.

Knowledge management and knowledge sharing have become ubiquitous topics in research on multinational corporations or MNCs (Kogut and Zander,

1993; Birkinshaw *et al.*, 2010). A significant amount of work in this area as Foss (2006) points out, examines the nature and extent of knowledge flows. This is suggested by many MNC studies focusing on the measurement of comparative cross-unit knowledge-sharing intensity (Holtbrugge and Berg, 2004; Mahnke *et al.*, 2005; Zhao and Luo, 2005; Monteiro *et al.*, 2008; Ambos and Ambos, 2009; Noorderhaven and Harzing, 2009). It is becoming increasingly recognized, however that only a subset of the actual knowledge residing somewhere within business organizations is of strategic significance. Identifying knowledge that is actually relevant to strategic decision making (as opposed to merely day-to-day operations) poses a non-trivial challenge (Hong and Nguyen, 2009; Kasper *et al.*, 2010). This inheres in the limited amount of time and mental capacity that organizational members have to process new information and knowledge (March and Simon, 1958). Technological change has exacerbated the problem. As new IT systems increase the volume of knowledge available to firm members, they engender bottlenecks of information overload and deepen attention deficits (Hansen and Haas, 2001).

Kasper *et al.* (2013) investigated qualitative field study among cross-site knowledge sharing in a small sample of multinational corporations in three different MNC business contexts (global, multidomestic and transnational). The results disclosed heterogeneous "worlds" of MNC knowledge sharing, ultimately raising the question as to whether the whole concept of MNC knowledge sharing covered a sufficiently unitary phenomenon to be meaningful. They derived a non-exhaustive typology of MNC knowledge-sharing practices: self-organizing knowledge sharing, technocratic knowledge sharing and best practice knowledge sharing. Despite its limitations, the typology helped to elucidate a number of issues including the latent conflict between two disparate theories of MNC knowledge sharing, namely "sender-receiver" and "social learning" theories (Noorderhaven and Harzing, 2009). More generally, they developed the term "knowledge contextualization" to highlight the way that firm-specific organizational features pre-define which knowledge was considered to be of special relevance for intra-organizational sharing.

Global MNCs are organized as global hierarchies, with subsidiaries largely subordinate to and tightly controlled by headquarters (Kasper *et al.*, 2009). Knowledge-sharing contexts in such MNCs are apt to be "hierarchical" in the sense that knowledge-sharing considerations are dominated by sharing of knowledge between headquarters and subsidiaries as opposed to among the subsidiaries themselves independently of

headquarters. Knowledge sharing practices are likely to be standardized and formalized by headquarters with the level of formalization increasing according to both the overall size and the number of subsidiaries within the firm.

In contrast, multidomestic MNCs resembled decentralized federations in their daily operations (Bartlett and Ghoshal, 1987a and b; Andersson *et al.*, 2007). An MNC strategy predicated on a high level of local responsiveness results in greater intra-organizational heterogeneity in company practices across MNC units as each unit seeks to optimize operations to meet local requirements. Since some MNC units will develop better or more innovative practices than others, a primary purpose of knowledge sharing in multidomestic MNCs is to mediate the sharing of best practice (Jensen and Szulanski, 2004). The location, i.e., the particular MNC unit in possession of any given best practice cannot be known in advance. Furthermore, the organizational embeddedness of such knowledge can pose difficulties even in detecting the location of such knowledge (Hong and Nguyen, 2009). The role of headquarters is to help orchestrate communication among subsidiaries in a way that will allow best practice to be identified and then shared (Jensen and Szulanski, 2004). Given the habituation of national subsidiaries to a high level of autonomy within MNCs organized as decentralized federations such firms are likely to rely on informal as opposed to formal processes of cross-unit knowledge sharing. Some scholars believe that decentralized federations are becoming scarcer in the wake of globalization (Brock and Birkinshaw, 2004).

Transnational MNCs pose the greatest challenges to knowledge sharing. Interdependence among MNC units creates a need for knowledge sharing that goes well beyond mere sharing of best practice (Williams and Lee, 2011). The requisite organizational arrangement for knowledge sharing has to accommodate the advantages of both centralization for coordination and decentralization for local adaptation. Such an arrangement can be termed self-organizing (Volberda and Lewin, 2003; Hutzschenreuter *et al.*, 2007). Although, transnational MNC units do organize to identify and share valuable knowledge, they do so in a largely bottom-up, emergent fashion. Hutzschenreuter *et al.* (2007) describe the nexus between self-organization and local responsiveness as follows: “self-organization requires a belief in the local rationality of individuals and units (e.g., those closest to the customer know the customer best) and it is consistent with the often espoused idea of delegating decision-making to the lowest possible level”. At the same time, MNC systems for cross-site knowledge

sharing that are dynamically self organizing in character can also contribute to a high level of global integration (Bartlett and Ghoshal, 1987a, b). Just how the self-organization of cross-site knowledge sharing in MNCs can be orchestrated is an empirically open question; many authors emphasize the importance of corporate culture (Michailova and Minbaeva, 2012) and “administrative heritage” (Bartlett and Ghoshal, 1987a, b). In any case, these same researcher emphasize that such systems work best if they are informal in nature.

Many organizations are concentrating their efforts to create the effective medium and social network of sharing and transferring the particular useful knowledge across the organizations. It has become the foundation of the organizations’ competitive advantage in achieving the business goals and value. Knowledge sharing has been identified as the important capable in improving the quality and superior of service delivery in the IT sector organizations (Zhang *et al.*, 2015). The IT sector organizations can seek to maintain the practices of knowledge sharing into the activities that meet their needs and to ensure the continued participation in developing the knowledge based environment hence delivering quality and superior services to the communities.

Panahi *et al.* (2012) developed a conceptual model that showed that there are five major requirements need to be present in an environment that involves tacit knowledge sharing: social interaction, experience sharing, observation, informal relationship and networking and mutual trust. These requirements were analyzed against social media concepts and characteristic and the results showed that social media have abilities to comply with the main requirements of tacit knowledge sharing. This study might be regarded as a working paper. Further empirical studies or analyses might be carried out to acknowledge findings of this study and validate relationships in conceptual framework.

Zhang *et al.* (2015) described the fast-changing and long-developed studies on social media and knowledge management with Web of Science (WoS) and CiteSpace. The study on social media and knowledge sharing is relatively fast-changing. Then, trends of the study on social media and knowledge sharing were analyzed. Most cited references, influential authors and top-tier journals in the study on social media and knowledge sharing were carefully studied. Finally, the relationship between different types of social media and three sub processes of knowledge sharing namely, knowledge capturing, sharing and application were carefully studied. The centrality of the study reveals that the study on social media and knowledge management is at a young stage.

Judith van der Zande researched on the motivations of employees to use social media for work purposes and what is the effect of this use on the knowledge sharing within organizations. It is found that motivational factors information, social interaction, personal identity, entertainment and knowledge sharing predict the use of social media for work purposes. This study was conducted in a half year period. In addition, during this study, only one measurement occurred. Study of different types of organizations from different work fields is recommended to come to a more general understanding of the effects of using social media for work purposes. Also, the study is confined to youth care organizations as a sample.

Wang *et al.* (2006) studied that implicit knowledge and team trust is considered a significant factor associated with intra-team knowledge sharing. It was also found within the context of incremental and radical innovation teams in a Chinese culture that useful knowledge exchange can take place between strangers and external sources through the mediation process of social networks. 'Swift' trust or knowledge-based trust seems to be based and/or substituted with social ties and networks held by senior team members. The whole study was revolving, considering trustworthiness and knowledge sharing in social networks which were important variables. It's a case approach to Taiwanese context.

Sigala and Chalkiti (2015) adopted a KM approach, practically examined the role of social media on employee creativity by showing how the use of social media can enrich the people's cognitive processes and support conversational and collaborative KM processes whose inter-play in amused level can fuel and enhance one's creative processes and out-comes. Moreover, the study findings also provided numerous practical implications in relation to the exploitation of the social media for employee creativity purposes. Scope for future research was to exploit social media for sharing and co-creating new knowledge. Study confines to Greek tourism industry and one time measurement. An article by www.bsrstars.se (2012) indicated that communities are actively thinking about employing social technologies for knowledge sharing but several barriers exists that hinder adoption. The initial analysis showed that there is a need for additional and more in-depth view about finding out the real purposes and practices of using different tools and technologies. The in-depth analysis can provide guidelines for a more effective adoption of social media and address some of the challenges stated in initial survey and also additional challenges identified from the interviews. Results showed that interviewees are thinking

about employing social technologies for knowledge sharing. The study was purely descriptive and comparative study on Facebook, Skype, Google Doc's, Drop box, Basecamp, Intranet and twitter. Incorporation of analytical evaluation and leveraging of technological and behavioral factors for social media use, could be taken into consideration for further research.

Priyopradono *et al.* (2012) described research model of knowledge sharing by students using social network perspective analysis in social network media. The model can be applied if the student can participate in social network media. Here, student's activities to conduct the knowledge sharing by using social network media can collaborate with knowledge through publishing, chatting, application sharing, instant messaging, video call and group discussing. The study since focuses on knowledge sharing in students, more importance maybe given to social media influencing factors that attract corporates for knowledge sharing. Critical research by Bakhuisen (2012) meant to find out more about the relation between social media use and knowledge sharing within organizations. The result suggested that personal and business use of social media merge, sharing passions and connecting with people over personal matters could lead to business benefits like knowledge exchange and relationship building. Before using any social media users made an economic balance between benefits and costs. Benefits outweighing costs proved to be a predictor of social media use, supporting the social exchange theory. The research work was purely descriptive analyzing the costs and benefits of using social media and knowledge sharing for the purpose of the study. The study was depicting comparison against, following social medias; Facebook, Hyves, LinkedIn, Twitter, Yammer, cross-sectional design and no cause and effect relationship. Case study in an education institute and could be tested for other industries to make generalizations.

The research by Behringer and Sassenberg (2015) contributes to the understanding of how individual expectations and perceptions regarding knowledge exchange translate into the behavioral intention to use social media for exchanging knowledge. The research demonstrated the importance of a certain need for knowledge exchange and perceiving deficits in knowledge exchange on an individual level. Moreover, consistent with prior research the study highlights and extends the significance of perceived usefulness of knowledge exchange technology as well associal media experience on the one hand and the intention to useknowledge exchange technology on the other hand. It contributes to the understanding of how individual expectations and perceptions regarding knowledge exchange translate into

Table 2: Important theories used to study drivers of knowledge sharing through social media

Theories	Researchers
“Sender-receiver” and “social learning” theories	Noorderhaven and Harzing (2009)
Social exchange theory	Blau (1964) and Bakhuisen (2012)
Theory of reasoned action	Fishbein (1967)
Theory of planned behavior	Ajzen (2005), Judith van der Zande, Goh, Liu (2012), Behringer and Sassenberg (2015)
Technology acceptance model	Davis (1989), Judith van der Zande, Adamovic, Vuori and Okkonen, (2012), Behringer and Sassenberg (2015), Venkatesh and Davis (2000)
Dynamic theory of knowledge creation/SECI	Nonaka (1994) and Panahi <i>et al.</i> (2012)
Organizational learning theory	Szulanski (2000)
Social cognitive theory	
Service-Dominant-Logic (SDL) and/or the connectivism learning theory	Sigala and Kalotina (2015), Haukkamaa Siemens
Social network theory	Sigalaa and Kalotina (2015), Cattani and Ferriani (2008)
Unified Theory of Acceptance and Use of Technology (UTAUT)	Judith van der Zande; Venkatesh <i>et al.</i> (2003)
Adaptive structuration theory	Judith van der Zande, De Sanctis and Poole (1994), Edvardsson <i>et al.</i> (2011) and Sigala and Kalotina (2015)
Tacit knowledge sharing	Panahi <i>et al.</i> (2012)
Communities of practice	Wenger (1998), Wenger and Snyder (2000)
Transactive memory theory	
Strength of weak-ties	
Explicit and implicit knowledge	Bakhuisen (2012)
Expectancy theory	Granovetter (1973), Granovetter (1983) Behringer and Sassenberg (2015), Snead and Harrell (1994), Stahl and Harrell (1981)

the behavioral intention to use social media for exchanging knowledge (Table 2) lists some of the important theories used to study drivers of knowledge sharing through social media.

were selected with a view to heed only qualified papers for analysis from the lot. From the reduced list, top most articles of relevance combining social media and knowledge sharing were selected for critical analysis.

MATERIALS AND METHODS

The research method adopted was systematic review of the existing literature and linking the studied concepts in a conceptual framework. The motivational factors for the use of social media for business purposes and the extent of knowledge sharing in corporates were the major requirements for searching the literature for systematic review and content analysis. To identify the aforesaid major factors, relevant and prospective set of articles were sifted and zeroed in on by searching prominent online databases such as Web of Science, Elsevier, Science Direct, ProQuest, Ebsco-host and Google Scholar and books related to knowledge management. No specific filtration criteria applied for geography and time of publication of articles. From the selected list of articles, English as the language applied to reduce the list to articles of our choice. The following is the terms and literals used for finding articles in the databases aforesaid:

Social media+explicit/tacit+knowledge+
sharing/transfer/exchange/dissemination/
conversion+motivators/requirements/
determinants/mechanisms antecedents/drivers

Only peer-reviewed and scholarly publications of articles with adequate discussions on the topic of interest

RESULTS AND DISCUSSION

Organizations are facing changing patterns of communication as a result of new technologies, globalization and increased competition. In order to, successfully facilitate knowledge sharing; social media proved to be best solution from the previous studies. It is very clear that organizational, individual behavior and technological factors are the major influencers for the usage of social media for knowledge sharing in an industry like IT sans the empirical evidences. Scholarly research tradition has paid very little attention to the relationship between social media and a firm’s knowledge sharing. Analysis of studies in prominent knowledge management focused journals accentuates this gap in social media related literature to knowledge sharing. Most of the studies were revolving either on Knowledge sharing or social media; almost all of literature reviewed dealt with exploratory or descriptive studies and conceptual frameworks. It is to be noted that very minimal research work have been formulated making link between them but quite ostensibly empirical research and observational studies are not conducted and poverty of such empirical evidences in the research tradition noted.

It is also interpreted that none of the studies have correlated above three mentioned variables, i.e., organizational, individual behavioral and technological to

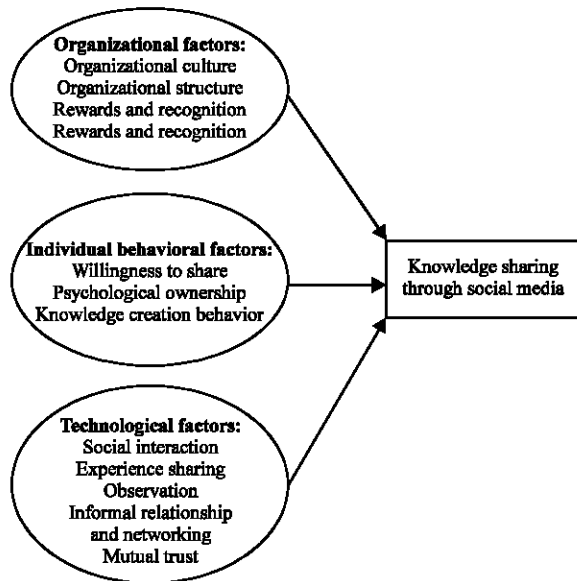


Fig. 1: Conceptual framework of knowledge sharing through social media

analyze the significant causal relations among them. The studies were mostly revolving around behavioral model and psychological theories as the base and other theories relevant to knowledge creation and conversion were not mostly utilized.

The conceptual framework of knowledge sharing through social media: Research tradition reveals that there exists the gap between social media and knowledge sharing and the antecedents which in turn maybe filled in by the proposed conceptual research model. Precisely the research questions that emerged from this study are:

- What are the significant correlations between organizational, individual behavioral and technological factors in use of social media for knowledge sharing for business purposes?
- What is the significant impact of social media in knowledge sharing behavior and the extent of knowledge sharing in a chosen industry?
- What is an optimal framework for the betterment of knowledge sharing through social media?

Heeding the theoretical background and the research questions that surfaced, the potential conceptual research model with some of the main variable sthoughtfully chosen to be tested in empirical studies is proposed in Fig. 1.

CONCLUSION

Many companies are lagging competitiveness due to the lack of knowledge. Knowledge sharing is an important function of every organization. Companies in order to have competitive edge over the rival companies should possess good knowledge sharing system. Currently knowledge sharing in various industries is proposed to be happening through social media as the extent of knowledge sharing and its impact of knowledge creation could be humongous. From the critical review of literature, we are able to identify some of the important antecedents that increases knowledge sharing through social media across organizational, individual behavioral and technological dimensions. They are: organizational, organization culture, organization structure, rewards and recognition; individual behavioral, willingness to share, psychological ownership; technological, social interactions, experience sharing, observation, informal relationship and networking and mutual trust.

While, the study has lent itself numerous variables; analyses on the proposed select variables will lead to a composite model of establishing causal relationships between the antecedents and knowledge through social media which spread across the three dimensions. An empirical research on the model will help in overall portraying of the theories of knowledge sharing and social media. The organizations are facing issues with their employees to use social media in their work to take part in knowledge sharing. This research will potentially show; what are important motivational factors that motivate employees to use social media in work purposes. Organizations that understand what drives their employees have an easier time arranging platforms that meet the needs of their employees and to develop affinity towards knowledge networks.

On the whole, the intended contribution of this study is to identify some of the constructs used by research tradition in knowledge sharing through social media and the related antecedents. The key results and proposed integrated framework may form the keystone for empirical testing by potential researchers.

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