

The Role of Social Networking in Knowledge Management Process: A Review

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Abstract - This paper aims to investigate the role of social networking for knowledge management in organizations that use social networks for communication and collaboration among organizations member. Based on previous literatures this paper explains major issues relating to knowledge management and social networks and its role in successful adoption of knowledge management system. The main finding of this paper is that using social networking play role in knowledge sharing, transformation and collaboration among organization members.

Key Words: Knowledge Management, Social Network, Information, Media.

1. INTRODUCTION

In today digital computing environment with rapid change in information technologies organizations face challenges to stay in competing business market, Knowledge is central to most of the daily tasks of knowledge workers, a large category of highly skilled professionals including consultants, lawyers, software developers, web designers, etc. [1], for any organization knowledge consider the main capital asset and an organization should manage its knowledge in a manner that enable organization to use these knowledge correctly in its strategic plans and decision to attain competitive advantage and remain stand in competing market, different knowledge management systems used for this purpose where IT play major role in implementing such systems. One of the emerging technologies that grown rapidly with a huge number of users are social networks where millions of people around the world use these networks every day for different purposes such as communication, collaborate information, sharing images, reading news, etc.

This papers focus on explaining the role of social networks in managing organization knowledge

2. DEFINITIONS

Information

Information is "an aggregation of data (processed data) which makes decision making easier." [2]

Knowledge

Knowledge can be defined as "understanding obtained through the process of experience or appropriate study." [2].

According to [1], define knowledge as "is a fluid mix of framed experience, values, contextual information, and expert insight that provides a framework for evaluating and incorporating new experiences and information. It originates and is applied in the minds of knower"

Knowledge Management

As stated by[3], "knowledge Management is refers to identifying and leveraging the individual and collective knowledge in an organization to support the organization in becoming more competitive; problems with maintaining, locating, and applying knowledge have led to systematic attempts to manage knowledge"

Social Network

Define social network as "a social structure made up of a set of social actors (such as individuals or organizations) and a set of the dyadic ties between these actors[4]. The social network perspective provides a set of methods for analyzing the structure of whole social entities as well as a variety of theories explaining the patterns observed in these structures."

3. LITERATURE REVIEW

There are a number of previous studies discusses social networking issues that relates to knowledge management in different types of organizations.

Shah, Khan and Amjad [5] proposed new model for effective knowledge management process, this model extending Nonaka and Takeuchi model of model creation and transformation to include Social Media as new dimension of knowledge management, this dimension represent a means for communication and information sharing.

Adamovic, Potgieter and Mearns[6] investigate the role of social media technology in knowledge sharing using semi structured questionnaire to sample of employees in Nielsen – a global information and measurement company, they found that the respondents have positive attitude to share information using social media tools in company although not

all employees have awareness of these tools or were willing to share knowledge using social media tools.

Razmerita *et al*[1] discussed the role of Web 2.0 tools (social software) in personal knowledge management and the result was Web 2.0 play multifaceted role for communicating, sharing, collaborating and managing knowledge and enable new personal knowledge management that include formal and informal communication, collaboration and social networking tools.

3.1 Knowledge Management

a. Knowledge management activities

According to [7], the main activities of knowledge management are:

- Knowledge creation and usage
- knowledge preparation and diffusion
- knowledge preservation and maintenance

The above activities are aligned with SECI model Nonaka and Takeuchi (1995), shown in figure 1.

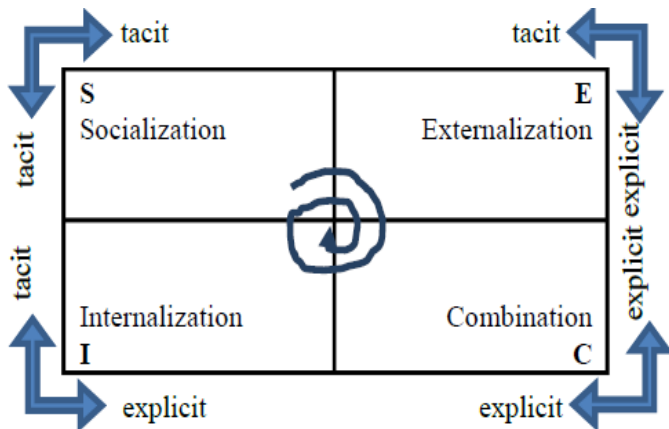


Figure 1. SECI Model, Nonaka, et al.(1995).

b. SECI Model

SECI Model is a theoretical model of the process of knowledge creation within organizations developed by [8]. The letter 'S' in the model stands for Socialization, 'E' for Externalization, 'C' for Combination and 'I' for Internalization, [5].

Socialization: sharing tacit knowledge through face-to-face communication or shared experience.

Externalization: developing concepts, which embed the combined tacit knowledge and which enable its communication.

Combination: combination of various elements of explicit knowledge

Internalization: closely linked to learning by doing, the explicit knowledge becomes part of the individual's knowledge base.

According SECI Model knowledge can be tacit or explicit knowledge

Tacit Knowledge: knowledge that is not easy to transfer to another person and difficult to write down.

Explicit Knowledge : contrast to tacit knowledge, explicit knowledge is knowledge that can be written down explicitly[7].

3.2 Social Networks and Knowledge Management

The advancement in social networking technologies within grown number of people they use social networks and the ways they used it. Social network consider new means through it an organization members share information, communicate and collaborate among others. Figure 2 show numbers of active users of popular social networking sites

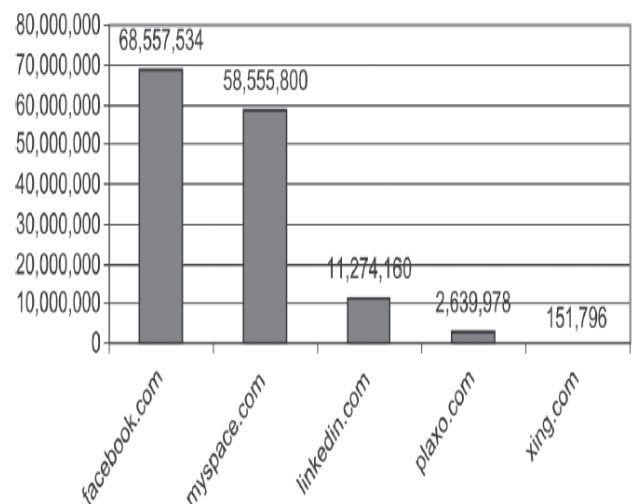


Figure 2. Number of active users of popular social networking sites in January 2009, source (Razmerita et al., 2009).

Enterprise Social Networking

Enterprise social networking appears to refer to social networking sites designed for the enterprise, which emulate much of the functionality of social networking sites. Enterprise social networking tools offer community and collaboration features like profiles as a core component, blogging, bookmarking, RSS, wikis, and the creation of self-defined, self-managed online communities [1].

SECI-SM Model

SECI-SM is theoretical model developed by Shah, [5] where SM stand for social media, this model extended Nonaka, [8] model to include Social Media as new knowledge

management as core construct enable knowledge sharing and collaboration.

As shown in figure 2, SECI-SM model suggests that since knowledge management is largely a social activity that involves an ongoing interaction between individuals with explicit and tacit knowledge, 'Social Media' should be at the heart of SECI model. We believe that in the near future only those organizations would reap maximum benefits of knowledge management that will be able to root their knowledge management system in social media.

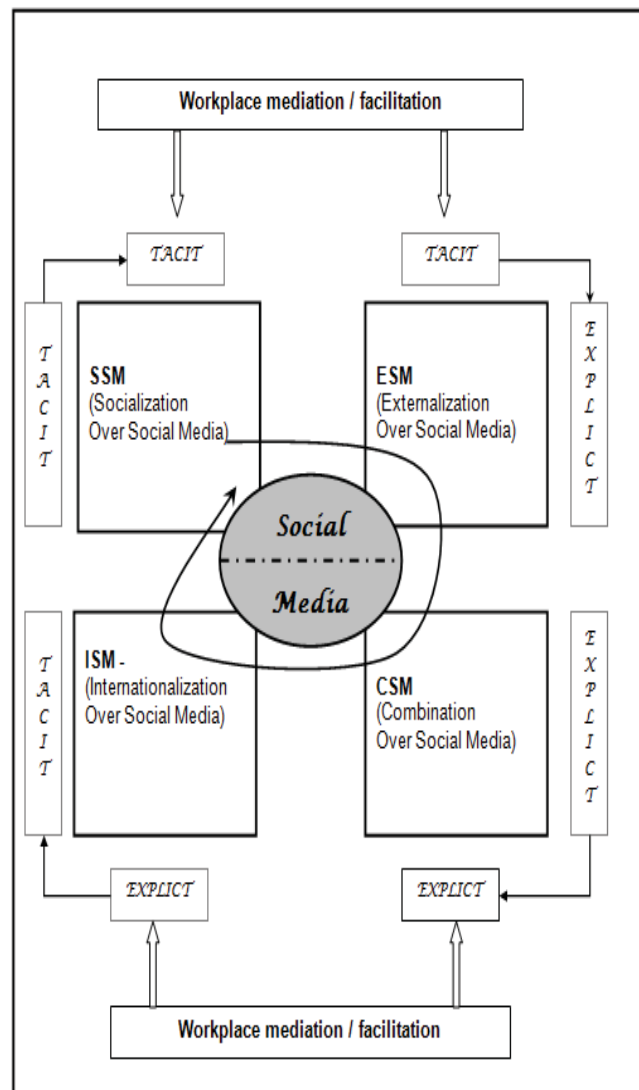


Figure 3. SECI – SM Model (Shah, et al., 2013).

3. CONCLUSIONS

The rapid advancement in social networking technology and platforms provide a great opportunity for organizations to adopt this technology as a means for knowledge creation, sharing, transformation and managing due to the capabilities of such technologies. This paper survey literatures that investigate issues relates to knowledge management and social networking, the main finding is that although

descriptive studies explain the role social networking play main knowledge management activities but no clear empirical evidences and no theoretical framework developed for role of social networking in knowledge management as a whole processes

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