6 Social Networking, Knowledge Sharing and Innovative Service Delivery: A Conceptual Framework and Propositions

[1]Makrop Davireng,[2]Linus Jonathan Vem, [2]Teresa Muese Nmadu, [1]Silas Gontur

[1]Department of Business Education, Federal College of Education Pankshin,
[2]Department of Business Administration, University of Jos.

ABSTRACT

Social Networking has been found to impinge positively on organizational and employees' outcome. This study explores the role of social networking, trust and knowledge sharing on innovative service delivery by building empirical evidences grounded in social capital, social exchange theory and diffusion of innovation theory. The study proposed a positive relationship between social networking and innovative service delivery through the intervening roles of trust and knowledge sharing. The theoretical and practical contribution of the study as it relates to social networking, trust, knowledge sharing and innovative service delivery were discussed.

Introduction

The Internet has rapidly evolved from being merely information dissemination and gathering platform to being a social networking platform whereby individuals can share contents and opinions, in an informal and social setting. This phenomenon has revolutionized how people interact with each other positively, by transforming the business environment and enhancing collaboration opportunities. It is the fastest growing knowledge sharing tool among people and organizations , as it has enhanced effectiveness in nearly every aspect of our life. This is visible in education, communication, employment, politics, healthcare, social relationships, thereby enhancing personal creativity and productivity.

Upsurge of SNS is traceable to the advancement in information technology (IT) which brought to fore opportunities in various fields of human endevour through the development of web2 applications during the last decade. This gave impetus for the emergence and intensive use of social networking sites (SNS),which comprise of Myspace, Facebook, LinkedIn, twitter, Instagram, and WhatsApp etc. Interactions through SNS platforms allow users to communicate information and personal experiences with target group within a short time.Hence it has attracted millions of users, many of whom have integrated these sites into their daily working and social practices (Alexa.com 2019b). With SNS individuals are able to create their profiles, connect, interact, and collaborate with others. At inception, SNS was useful for social interaction and communications, but with the large number of users joining, commercial, educational, medical organization started deploying them for marketing, recruitment, ideas and or knowledge generation and information sharing. It is interesting to note that over three billion people around the world reported active usage of social networking sites (SNSs) , and that they check their accounts multiple times per day . Recent reports showed that SNS engagement is on a steady rise each year . This is evident that SNSs have become an important part of daily life for many people. In addition, it is expected that the upsurge in SNS and other web related interactions have quadrupled during and will after the current pandemic(covid-19) in adherence to the new normal of social distancing to eliminate the physical constraints in the workplace interaction. This could culminates in the emergence of cyber-community as advocated by , as being an intelligent community of knowledge sharers, connected together through social networking for the purpose of learning.

In line with this, the study proposes the predictive role of social networking on innovative service delivery with the view to develop a robust model for the deployment of social networking in the new normal. Though studies abound on the implication of social networking, and use of technology in a knowledge driven society as this, there are some values in developing a model that further extend same to enhance innovation in services delivery. We expect that the advent of globalisation and market competitiveness, innovativeness in services rather than physical products are critical for survival . are concerned that as insightful as innovation research is, extant literature has treated services

merely as a special category of products, as such they employ incomplete perspective of service innovation .We seek to device a means of connecting stakeholders, particularly employees and clients/customer to keep up with the pace in customers' expectation through developing and sharing of experiences, knowledge and skills needed through SN. Attempt to survey studies that evaluate the relationship between SN and ISD reveals dearth of empirical evidences published in international science index journals as intended in this study. Empirical evidence focused on the immediate value of knowledge sharing intention (KS) through SN, while others dwelled on knowledge sharing and innovativeness . A model that integrates SNS, KS behaviour and the value addition as a result of KS behaviour is missing in literature. This study develops a model that underscores the value of SNS through the intervening role of KN behaviour. In addition we observed that SNS is recently associated with disinformation and misinformation , raising concern on whether the information obtain via the SNS are genuinely of any value that warrant sharing. In view of this, the study proposes trust as a mechanism that enhances the readiness of SNS community in KS behaviour. Our motivation is in the developing a model for SNS that focuses on the value of networking on beneficial end-user focused behaviour through a psycho-social and behavioural medium such as trust and knowledge sharing.

Theoretical Foundation

Underpinning this study is the social capital theory which is based on the idea that people gain both tangible and intangible resources at the individual, group, and organizational level through social interactions and connections with others ;;. The focus in the theory is that social capital resources are entrenched within, available through, and derived from social networks of interconnected people, groups, or nations .

Social capital is a term used for capital that is embedded in personal relationships. categorizes social capital into three dimensions namely; cognitive, relational, and structural. The "*Cognitive social capital*" refers to individuals coming from disparate or similar backgrounds and enjoying common goals .Such individuals produce or create languages or vocabularies that are helpful for mutual understanding or communication. Through these shared symbols, group members can share their mutual mental schemata to reduce the barriers of communication and achieve consensus. This study expects that "shared vision" from the cognitive dimension stimulates social integration of professional in search for solution to common problem. Members of an organization who closely share the vision of the organization increase their communication. And because of consistent and open communication via SNS they have fewer misunderstandings in the interactions among members , leading to trust and willingness to share knowledge. *"Relational social capital"* is primarily used to explain relationships based on long-term interpersonal communication and interactions (. In this type of relationship, group members not only have a strong sense of identification, but also regard themselves as a part of the organization and are willing to trust other members of the group . Furthermore, they participate actively in the organization and

abide by its communal norms . As such we expect them to express their ingenuity relating with both internal and external stakeholder, hence the integration of ISD and an outcome. The *structural dimension* refers to the resources that can be acquired from interpersonal networks formed through social interactions and ties among people . Having a strong ability to acquire information and use resources enables people to achieve their goals .

embodied this concept as trust, norms, obligations, and identifications that can be easily measured as the relational dimension of social capital. This study contends based on "community identification" from the relational dimension that when a group has a higher sense of identification, cooperation is more frequent and more opportunities exist for knowledge exchange ; . The intensity of social interaction and connection is a combination of time, affection, and degree of closeness , and such connections affect the opportunities for group members to exchange knowledge with each other .
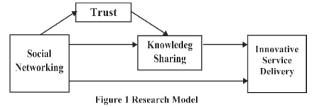
The positive role of social capital in knowledge-sharing behaviors through SNS has been previously established among young people. Meanwhile, business/organization and employees ; may share more knowledge to acquire better interpersonal relationships and volunteers are often motivated to expand their social networks to share their discoveries with within their professional circle.

Social exchange theory is commonly used to explain how trust relates to knowledge sharing. Social exchange refers to voluntary actions that are motivated by expected returns and actual returns. Knowledge sharing is largely a voluntary behavior with uncertain rewards . Because trust is one of the underlying percepts of an effective social exchange, it may also affect knowledge sharing behaviors . When team members trust one another, they will be more sensitive to their colleagues' needs and more willing to help them; hence, social exchange will be more likely to take place. As a result, team members will be more likely to engage in the sharing of knowledge without hoarding

Diffusion of innovations theory examines the process through which innovations are communicated to people or organizations over time; . An innovation can be a good, service, practice, or idea that people perceived to be new . The newness does not depend on the creation date of the item, but the newness of the application in solving a particular problem. Diffusion is the process through which an innovation is shared, over time to people in a social system. Diffusion of innovations theory and social exchange theories support social capital theory in explaining knowledge sharing and trust based on the proposition that individuals openly model their own behavior against others ; thus, a communication of innovations over channels such as social media results in a quick propagation of novel ideas in a social network.

In sum, we content that generate social capital during their interaction during social networking and are expressed through cognitive, relational and structural path. This transient positively in innovative service delivery when the knowledge generated is communicated among interested members as

explained in diffusion of innovation. In addition, diffusion idea among members in SNS is made possible where there is trust.

Figure 1 Research Model

Literature Review and Propositions
Social networking

define social networking as a set of people (or organizations or other social entities) connected by social relationships, suchas friendship, co-working, or information exchange. Within the new normal driven by social media, it is generally defined as "an interaction that is aided by a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of user generated content" .The development of information communication technology (ICT) plays an essential role in bolstering social networking activities as it provides a platform for people to rapidly communicate and interact with no recourse to distance. Hence the definition of online social networking as online space that allows individuals to identify themselves, to refine their social networks and allow communication and interaction with the virtual community . Therefore, it can be construed that online social networking is an alternative place for people to get connected to replace physical meeting where information can be voluntarily shared. Studies have found online social networking beneficial in diverse ways. It is boundary less and allow huge access to target group globally . In addition, the future of the internet indicates that the social benefits of internet use will far outweigh the negatives over the next decade . For the business community, outlined main benefits which include: Real world functionality where the principle is the more users, the better the odds for productive connections.

Innovative service delivery

According to innovation leads to transformations in service delivery and system design, thereby improving coordination, quality, and efficiency. Innovation can be defined as "the intentional introduction and application within a role, group, or organization, of ideas, processes, products or procedures, new to the relevant unit of adoption, designed to significantly benefit the individual, the group, or wider society" . This definition is largely accepted among researchers in the field as it captures the three most important characteristics of innovation: (a) novelty, (b) an application component and (c) an intended benefit . In line with this definition, innovations in the service industry are typically new services, new ways of working and/or new technologies . From the patient's point of view, the intended benefits are either improved health or reduced suffering due to illness .defines innovation as "the design, invention, development and/or implementation of new or altered products, services, processes, systems, organizational structures, or business models for the purpose of creating new value for customers and financial returns for the firm." define innovation as the successful implementation of a novel idea in a way that creates compelling value for some or all of the stakeholders.

Innovation in the service sector has continued to thrive in the quest to balance cost containment and care quality. Innovation is a critical component of organizational competitiveness . Technological innovations present vast opportunities for product and process innovation . While product innovations are essential to the life of organization in generating incremental revenues , process innovation improve internal capabilities safeguarding and improve quality .

In 2005, industryweek.com found that innovation impact on "overall revenue growth (78%), customer satisfaction (76%), growth in revenue from new products or services (74%), increased productivity (71%), and earnings/profit margins (68%)" were attributed to innovative activities . Therefore, undertaking this study in the direction intended will open up a new agenda bearing in mind the pervasive role SNS is playing in the current age and time.

Social Networking and Innovative Service Delivery

Innovation in product and service delivery is a key component in firm performance . The extent to which this is achieve is explained in organisation's openness to new ideas and it tendencies to unlearn the current procedure for a new technology, skills and resources . Service innovation refers to how firms develop the core service products, create value for customers and offer improved services .

Social Networking Analysis has been found to support various organizational issues such as partnerships and alliances, strategy execution, strategic decision making in top leadership networks, integrating networks across core processes, promoting innovation, developing communities of practice, personal networks, and leadership development. The indispensability of social networks is buttressed in , that despite easy access to a world-class knowledge management system, 85% of managers got information that impact on their success on a project from their personal networks.

Consistent with social capital theory which posits that people gain both tangible and intangible resources at the individual, group, and organizational level through social interactions and connections with others ; ; . We contend that the more employees share knowledge, the more efficient and innovative they are . Hence the study proposes that:

Proposition 1*: Social networking among professionals to a greater extent will stimulate innovative service delivery*

Social Networking and Knowledge Sharing

Advances in social media (SM) tools have attracted global attention, due to their pervasiveness and social impact. As societies become more egalitarian the media is revolutionizing how people share knowledge, communicate and collaborate with each other, while engaging in conversations in the workplace in a timely manner . Social media platforms incorporate a wide range of online media and collaborative websites like Wikipedia ; . These have been found as established for creating and sharing of knowledge among individuals , Organizations; . have defined knowledge sharing as "the communication of knowledge from a source in such a way that it is learned and applied by

the recipient". Similarly, , suggested that knowledge sharing refers to "the provision of task information and know-how to help others and to collaborate with others to solve problems, develop new ideas, or implement policies and procedures".

Evidences abound on the versed usage of SNS for effectiveness. Educational institutions have also adopted social media as a means of inspiring learning activities (Kulakli & Mahony, 2014; . It is also useful in healthcare management for knowledge sharing, facilitating the efficient flow of work-related information within and between teams . Moreover, since the 2010 Haiti earthquake, social media has increasingly been used for knowledge sharing within the disaster management field . All in all, the knowledge sharing applications of social media has dramatically changed how we live, work, learn and interact. They allow for smooth and continuous knowledge sharing within the virtual world .

Research about social networking service use in knowledge sharing research is still growing since its introduction (Buffardi, & Campbell, 2008), and the notion of social media for knowledge sharing has been progressively developing, as seen in the last few years . Knowledge sharing occurs when individuals convey knowledge, or acquire it from others , suggesting that knowledge sharing is a process, or an activity of exchange between individuals, groups or organizations. The increasing growth in the use of social media, its broad diffusion among the individuals, communities and societies has creates a virtual space that supports knowledge sharing activities . The use of SNS platforms offers greater opportunities for rapid knowledge

flow between people working across different geographical areas, than could be provided through traditional tools such as search engines or databases .

Evidences indicated that many organizations believes sharing of knowledge via social media tools facilitates efficient information flow within and between teams . For example, IBM employs social media tools for knowledge sharing among its 400,000 employees, thereby enhancing collaboration and innovation . Furthermore, has reported that 86% of managers valued social media as a means of knowledge sharing for their businesses. Hence the study proposes that:

Proposition 2*: Social networking among employees to a greater extent will stimulate knowledge sharing.*

Social Networking and Trust
Trustworthiness is considered as an important variable of being a good professional, for professionals to share knowledge, trust must be built between them to know that the knowledge they share will not be exploited or be used for personal gain. A Medical doctor will have more trust issues before the knowledge is being shared due to the encouragement in the profession that one must trust the other when any news or information is circulated. This is to avoid any misjudgment or defamation. Even more in health institutions, academics are considered as trusted individuals that one can share and disseminate information to.

According to individual who work alone and does not like to mend around with others. This is not entirely true for professionals in any

organisation where they are a group of people who should have connection with other professionals either in the same field or cross field which can create ideas and produce more new knowledge. Apart from that academics from other Higher Learning Institutions (HLI), locally and globally should be extensively connected to search for newly scarce knowledge that can only be obtained by these rarely social networking among academics or professionals and also industrial players in the same field. Having more peers would engage academics professionals to more KS which can benefit the institution, students, community and the people of the universities. All these are the stakeholders that have either direct or indirect relationship. People have more inclination to share with which they have close relationship with . Ideas, resources and information are valuables and without knowing someone in person, it is almost impossible to share it with them. Hence the study proposes that:

Proposition 3: *Social networking among professionals to a greater degree will enhances trust*

Trust and Knowledge Sharing

Trust is defined in as "the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trust or, irrespective of the ability to monitor or control that other party". Trust is a factor a web economy which is associated by misinformation and disinformation as a result of its prunes to fake news. Trust is higher in a face to face information sharing . For SNS to achieve the desired results trust must form the basis for online interactions .

It has been confirmed that why electronic commerce holdswayis the embedded trust that is strongly established by parties involved. Trust is also a central component of social exchange theory . Social exchange theory presents a cost benefit analysis with respect to social interaction. If the exchange is perceived to be beneficial, then the individual is likely to enter into an exchange relationship. Trust is believed to be used in the calculation of perceived cost. High trust would lead to a perception of low cost, and vice versa. Studies of interpersonal exchange situations confirm that trust is a precondition for self-disclosure, because it reduces perceived risks involved in revealing private information.

People share knowledge only with those they considered as trustworthy. Trust can be categorized as affective and cognitive . Affective is related to emotional connection between academics and other staff members, while cognitive trust is on academic rationality and thinking cognitively . Academics feeling of trust among each other is based on both types, where sharing knowledge must be based on either they are emotionally bond such as old time friends, and also, they share because of their responsibilities.

Cognitive trust occurs in formal university's program where academic having trust on sharing their knowledge with others; meanwhile, affective trust is evidently in informal activities where academics share during coffee break, while chatting, etc. In another dimension, trust can be divided into conditional and unconditional . Conditional trust is discovered in the initial stage of relationship, where in context of academics,

usually occurred for new staff that had just started working or two academics who started to know each other. A study conducted by inferred that trust and knowledge sharing in green supply chains shows that trust is the pivot of the factors influencing intra-organizational knowledge sharing. The study therefore proposes that:

Proposition 4*: Trust among professionals to a greater degree should influence knowledge sharing*

Trust is defined in as "the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trust or, irrespective of the ability to monitor or control that other party". Trust is a factor a web economy which is associated by misinformation and disinformation as a result of its prunes to fake news. Trust is higher in a face to face information sharing . For SNS to achieve the desired results trust must form the basis for online interactions .

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Knowledge sharing and innovative service delivery

According, knowledge sharing is an activity through which knowledge (such as information, skills, or expertise) is exchanged among people, friends, families, communities, or organizations. described knowledge sharing as a key element in the fruitful and effective knowledge management programs. It causes

individuals and organizations to learn faster, develop creativity and improve individual and organizational functionality which can lead to innovation. believe that success in knowledge management practice is achieved when it is given prominence. In general, the use of information technology communications tools support knowledge sharing through interactions in information sharing, and exchange of personal experiences. Success in knowledge sharing largely depends on number of factors which include; organizational culture, leadership disposition, communication and availability/appreciation of ICT . These involve constructing viable social communication infrastructure and technical communication infrastructure.

SNS has creates opportunity for new knowledge creation, whereas knowledge sharing creates differential access to learn and restore symmetry to new knowledge among interested parties. Scholars have argued that knowledge is a fundamental determinant of innovation, firm performance, sustainable development, and competitive advantage; . Hence organization that supports knowledge sharing is bound to be innovative and competitive. In a study conducted by exploring knowledge sharing and innovation strategy, they inferred that firms that knowledge sharing and social capital shape the innovation strategies. Similarly, employees who engage in knowledge sharing are active creating, promoting and implementing innovations.

Consistent with diffusion of technology theory which examines the process through which innovations are communicated to people or organizations over time ; . Since innovation is seen as any good, service, practice, or idea that people perceived to be new , and willingly collaborate with others within an organization ;, knowledge sharing is that medium through which this diffuses evenly within an organization. In line with this, the study proposes that:

Proposition 5*: Individuals who share knowledge are likely to be innovative in service delivery*

Methodology

This part captures the study methodology and in line with the study objectives, a detailed literature review was adopted which was achieved in phases such as social networking, innovative service delivery, social networking and innovative service delivery, social networking and knowledge sharing, social networking and trust, trust and knowledge sharing, knowledge sharing and innovative service delivery. The search produced one hundred and twenty eight (125) articles where inclusion of articles was based on whether they satisfies these criteria: (1) the study was published in a high- impact journal (based on clarivate analytics, scimago, scopus), (2) a conceptual paper on the general concept of social networking and innovative service delivery and (3) an empirical study on social networking, knowledge sharing for innovative service delivery. Twenty (20) articles were eliminated for not meeting these criteria resulting to only one hundred and eight (105) articles used for the review. The elimination of these articles is done in such a way that it did not compromise the quality of arguments proffered in this study. One hundred and eight (105) articles were published in the following online databases: *Elsevier, Academy of Management,*

Wiley, American Psychology Association, Sage, Springer, Scientific Journal, Emerald and Taylor and Francis

Interest in research on social networking was further stimulated by the work of . Using 2010 as the base year of 105 articles reviewed, 49 articles were published in pre-2010 period while 56 were published in post-2010. The timeframe of the reviewed articles covered the period from 1973 to 2020 with the study mostly domiciled in Europe, USA, and Asia. The different contexts in which the studies are undertaken confirm the increasing interest in research in social networking, specifically innovative service delivery.

Proposed Measures

Social networking: Despite the visions of social networking measures have evolved over time and , we found the scale developed by   more robust, with Cronbach Alpha 0.70 with scale based ona 7-point likert scale which has been used extensively in studies regarding social networking sites.

Knowledge sharing: several scales have been developed to measure knowledge sharing ; ; &. Our study found that the scale developed by with Cronbach Alpha of 0.93 based on knowledge sharing is more appropriate.

Trust: A number of measures developed by;). We found that of with Cronbach and Alpha of 0.87 appropriate for this study.

Innovative Service: In measuring innovative service, a number scales have been developed and validated(;). The study found that   with

seven likert scale with Cronbach Alpha of 0.98 to be more appropriate for the study.

Implications and Contributions

Theoretically this study will contributes in bridging the gap in the literature on the importance of social networking and innovative service delivery. The study integrates affective and cognitive aspect of human in explaining innovative service delivery. The cognitive element came to fore in the act of knowledge creation that characterizes SNS activities experience when people interact and brainstorm on issues that attracts common interest among them. Affective activities occur in the form of social support, trust and solidarity enjoyed during social interaction on the course of exchange. Though separate studies have connect SNS and knowledge sharing, and knowledge sharing and innovation,   a model that integrate these knowledge into a whole picture is absent.

Practically, the study will provide a guidelines and standard procedures in service delivery and medical practitioners will ensure that knowledge is shared for creativity and innovativeness if the finding holds weight. The role of professionals in engaging into social networking for knowledge sharing which could lead to innovativeness and the ability and competency of professionals in using social media would enable knowledge being circulated freely and easily via social media.

Direction for Future Research

As clarified earlier this paper is purposely conceived with the sole motivation of sharing

our deepest concern in order to add our voice to this well documented but yet contemporary discourse to researchers and practitioners, particularly in field of human resource and other sectors driven by knowledge creation and sharing. Having developed a conceptual framework based on a theorized relationship, the study came up with prepositions which are subject to empirical validation. The study therefore call on future researchers to key into this framework using the suggested measurement scales provided for constructs or any other relevant measure that portends a promising outcome. In addition to the evidences linking social networking and knowledge sharing as well as knowledge sharing and innovativeness, future researchers can explore the role of Knowledge oriented leadership as a mechanism for enhancing knowledge sharing. This is based on the position that knowledge sharing is effective under a leadership that creates enabling environment for knowledge creation to thrive. Similarly, team cohesion could also serve as a factor in knowledge sharing and innovative service delivery when it interacts with social networking in predicting knowledge sharing.

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