



# The Impact of Social Media Usability and Knowledge Collecting on the Quality of Knowledge Transfer: An Empirical Study among Saudi Context

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**Research limitations/implications:** The research focused on the citizens and residents of Saudi Arabia which may limit the ability to have the results generalized. Also, the lack of previous studies and researches investigating these relationships is considered a limitation in this study.

**Originality/value:** The study provides empirical evidence that relates social media usability and knowledge collecting to the quality of knowledge transfer. Moreover, this is one of the first studies that connect these variables together in an attempt to understand the relationships between them.

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## I. INTRODUCTION

Social media has penetrated our life in lots of aspects. It allows creating and sharing information, ideas, career interests and other forms through virtual communities and networks. "The ubiquity of social media has even penetrated the workplace, facilitating organizational communication and knowledge work which was impossible in the past" (McAfee, 2006). Social media today is considered one of the most important means people use for interaction and communication. This communication includes the sharing and exchanging of knowledge. (Macnamara and Zeffass, 2012).

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Knowledge plays an important role in any organization seeking to obtain competitive advantage. (Barney, 1991; Teece et al., 1997). The challenge that an organization faces is to understand how to manage this knowledge in a way that benefits the organization and its members. And that is why knowledge management is receiving increased attention in the present. The knowledge management branches into different areas. These areas include knowledge creation, knowledge capture, knowledge sharing, knowledge transfer, and knowledge application. (Liyanage et al., 2009).

As mentioned above, social media facilitating the communication between people has influenced the level of its usability. Therefore, and due to the lack of researches that investigate the relationship between social media usability and its influence on the quality of knowledge transfer and on knowledge collecting, the researcher seeks to investigate these impacts in this research and to give a better understanding of the factors influencing the quality of knowledge transfer.

## II. RESEARCH OBJECTIVES

The overall aim of this research is to collect valid and reliable information on social media usability, quality of knowledge transfer and knowledge collecting. Therefore, the research has the following specific objectives:

- To examine the impact of social media usability on the quality of knowledge transfer.
- To investigate the impact of knowledge collecting on the quality of knowledge transfer.
- To examine the impact of social media usability on knowledge collecting.

## III. PROBLEM STATEMENT

The main purpose of this research is to understand and investigate the impacts of both, social media usability and knowledge collecting on the quality of knowledge transfer. Also, it clarifies the impact of social media usability on knowledge collecting.

#### IV. IMPORTANCE OF THE STUDY

The researcher has recognized the lack of researches covering these variables and the relationships between them. Therefore, the researcher has started to investigate these variables in order to develop a better understanding of the subject. Moreover, the researcher decided to focus on social media usability in Saudi Arabia. In addition, this study contributes to the growing literature on social media usability and its impact on knowledge collecting and on the quality of knowledge transfer. Finally, this study will produce empirical evidence of the different factors influencing the quality of knowledge transfer among Saudi context.

Throughout the study, the researcher will discuss previous researches in the literature review part and states the research hypotheses and framework. Then, the researcher will explain the methodology used in the data collection, the sampling and the measurements adopted. Finally, data analysis, results and conclusion of the study will be provided by the researcher.

#### V. LITERATURE REVIEW

##### a) *Social Media Usability*

Social media have evolved in a way that has taken communication between people into a new level with its continuous growth and broad application. (Chang and Hsiao, 2014). According to (Ahlqvist et al., 2008), Social media is all about social communication between people. It includes the creation and exchanging of information. This information can be in the form of ideas, visuals in the different virtual communities and networks. On the other hand, Kaplan and Haenlein (2010) defined social media as "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". Many researches have been conducted to investigate the different impacts of social media in different fields particularly in marketing and corporate communication (Duan, 2013). In his study, Jalonen (2014) has revealed that there are many knowledge problems that can be solved through social media.

Now, in order to make use of this technology, usability of social media has become an important concern. Usability is defined as how good a system complies with users' perceptions of performing a duty using this technology (Goodwin, 1987). In simpler words, usability is defined as the "ease of use and learning" according to (Nielsen, 1999). Das and Mandal (2016) has defined social media usability in his study as "the attributes of social media that make them easily comprehensible, learnable, make them easy and attractive to use for the end user". In general,

researches about social media usability are very rare. (Hudson et al., 2015; Saboo et al., 2015).

##### b) *Quality of Knowledge Transfer*

One of the most important resources to obtain competitive advantage in an organization is knowledge (Barney, 1991; Teece et al., 1997). There are several perspectives of knowledge in which each lead to a unique approach or view of knowledge management. One perspective is the knowledge transfer. It is part of the knowledge management that focuses on the movement of knowledge between the different parties. (Carlile and Reberntsch, 2003). According to Argote and Ingram (2000), and Inkpen and Tsang (2005), knowledge transfer is "the process through which one units are affected by the experience of another unit". Knowledge transfer enables the utilization and application of knowledge in a way the benefits the organization (Ajith Kumar and Ganesh, 2009). This can explain why many researchers nowadays are investigating and exploring knowledge transfer.

When it comes to knowledge, researches have always stressed the importance of the quality of knowledge rather than the quantity (McDermott, 1999). Now, quality is defined as "degree to which a set of inherent characteristics fulfils requirements" by (ISO 9000, 2005) standard. This high-quality knowledge will lead to success (Markus, 2001; Durcikova and Gray, 2009). In addition, high quality knowledge is more likely to be transferred and reused than less quality knowledge according to (Kane et al., 2005; Zhang and Watts, 2008). There has been an increase in the number of researches about knowledge transfer during the last decade (AjithKumar and Ganesh, 2009). Yet, the researches on the quality of knowledge transfer have not been discussed. Thus, the researcher has tried to fill this gap.

##### c) *Knowledge Collecting*

Knowledge is not a physical object that we can find around and collect. We gain knowledge from sharing it and exchanging it among us. (De Vries et al., 2006). Sharing knowledge requires two main processes, knowledge donating and knowledge collecting (Lin, 2007; Van den Hooff and de Leeum Van Weenen, 2004; Van den Hooff and de Ridder, 2004). Knowledge donating illustrates "the employees' willingness to communicate with others and voluntarily transfer their (pieces of) intellectual capital", while knowledge collecting is "the process of asking colleagues to share their knowledge and, in turn, to learn from them". (Giustiniano et al., 2016).

According to (Giustiniano et al., 2016), there is a significant relationship between the individuals' orientation toward learning and organizational creativity. In other words, knowledge collecting promotes the creativity of the organization. Another research found a "positive relationship between employees' knowledge

donating and managers' knowledge collecting" (Dysviket al., 2015).

Social media today is an important mean to connect people, which can enhance the process of knowledge sharing. It is a pool that contains both, the donator of the knowledge and the collector. However, the impact of social media usability on knowledge collecting and the impact of knowledge collecting on the quality of knowledge transfer have not been studied. Therefore, this study is important to fill this gap.

## VI. RESEARCH HYPOTHESES

To test the study model, the following hypotheses are proposed:

*H1:* Social Media Usability and Knowledge Collecting have a significant statistical impact on the Quality of Knowledge Transfer.

*H2:* Social Media Usability has a significant statistical impact on the Knowledge Collecting.

## VII. RESEARCH FRAMEWORK

### a) Research Conceptual Model

This study will be based on the following model

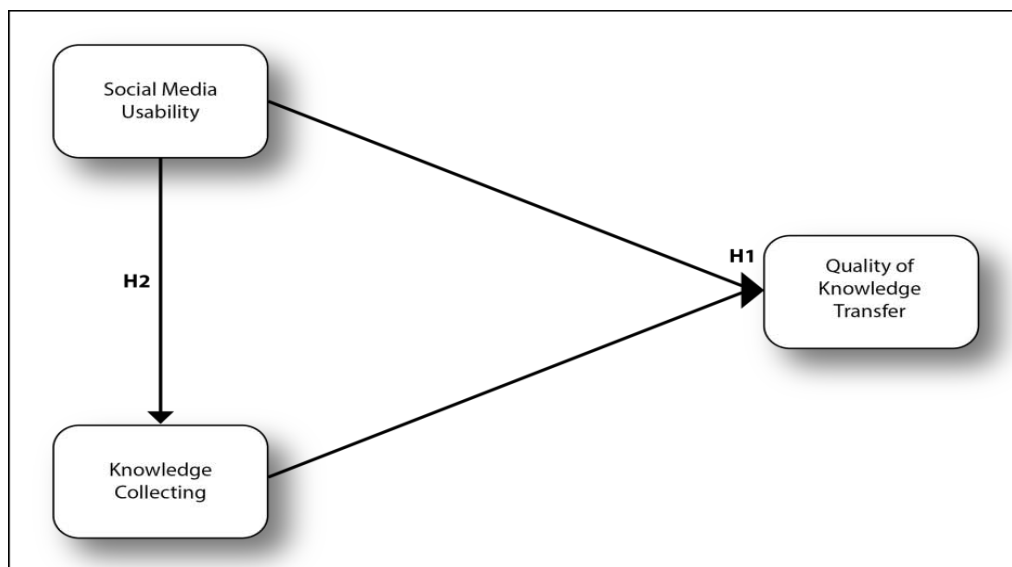


Figure 1: Research model

## VIII. RESEARCH METHODOLOGY

### a) Data Collection Methods and Sampling Framework

This study aims to examine in a quantitative method the social media usability and knowledge collecting from the users' point of view. Thus, the population involved all Saudi citizens and residents who are above the age of 18 years old and who are using social media. A probability sampling technique was used to manage users' survey and a random simple sample method was used to collect the required data. Respondents were informed of the purpose of the study, and that their responses will be highly confidential. The survey was conducted using Web based questionnaires where the retrieved questionnaires were 426 (128 were excluded because of incompleteness). Therefore, the valid questionnaires to the statistical analysis were 298, with 70% response rate.

### b) Instrument Design

The variables in the study used a 5-points Likert scale ranging from (Strongly Disagree) to (Strongly

agree). Social media usability scale items were adopted from (Das et al., 2016). The scale includes five items. While, the quality of knowledge transfer scale items was obtained from (Parasuraman et al., 2005). Lastly, the knowledge collecting scale items were adopted from (De Vries et al., 2006).

To overcome language barriers, the researcher has decided to distribute the questionnaires in English and Arabic languages. The questionnaire was developed initially in English then translated into Arabic language. And to insure translation compatibility, the questionnaire was then back translated into English. The majority of the retrieved questionnaires were in Arabic reaching 247, where the remaining 51 were in English.

### c) Data Analysis Technique and Results

In order to ensure the reliability of the study tool, we used internal consistency reliability through Cronbach's alpha test. According to table (1) the overall reliability value is (0.79) which is considered an acceptable reliability level.

Table (1): Cronbach's alpha value

Number of Items	Cronbach's alpha value
31	0.79

Before starting hypotheses test with regression analysis, it is necessary to conduct some tests. We should determine there is no high correlation between the independent variables by using (Multi collinearity) through (VIF) (Variance Inflation Factory) and test variation allowed (Tolerance) for each variant of the variables of the study. The acceptance value of VIF is less than (10), and the Tolerance is greater than (0.05). Table (2) shows these statistics.

Table (2): Variance Inflation Factory and Tolerance test

Independent variable	VIF	Tolerance
Social Media Usability	1.005	0.995
Knowledge Collecting	1.023	0.997

According to table (2), there is no high correlation between independent variables. Thus, we can make multiple regression test for H1.

H1: Social Media Usability and Knowledge Collecting have a significant statistical impact on the Quality of Knowledge Transfer.

Table (3): Analysis for H1

Model	Model Validity			Multiple regression Results					Result
	F	Sig.	R2	B	Std. Error	Beta	T	Sig.	
Social Media Usability	21.503	0.000	0.120	0.140	0.037	0.210	3.847	0.00	H1: Accepted
Knowledge Collecting				0.22	0.046	0.274	5.019	0.00	H1: Accepted

Table (3) represents the model validity and multiple regression for hypothesis No.1. According to the results, the value of (f) calculated 21.503 and the sig level is less than the accepted level 0.05, thus this model is valid and we can use multiple regression. Furthermore, the regression result shown that there is a significant statistical impact for both variables social media usability and knowledge collecting on the quality

of knowledge transfer based on T value and Sig. level. As well as the result shown that these two variables explained (12%) of the total variance of the dependent variable (quality of knowledge transfer).

H2: Social Media Usability has a significant statistical impact on the Knowledge Collecting.

Table (4): Analysis for H2

Model	Model Validity			Multiple regression Results					Result
	F	Sig.	R2	B	Std. Error	Beta	T	Sig.	
Social Media Usability	1.595	0.000	0.05	0.092	0.073	0.073	1.263	0.208	H2: Rejected

Table (4) represents the model validity and multiple regression for hypothesis No.2. According to the results, the value of (f) calculated 1.595 and the sig level is less than the accepted level 0.05, thus this model is valid and we can use multiple regression.

Furthermore, the regression result shows that there is no significant statistical impact for social media usability on knowledge collecting based on the T value and the Sig. level.

Table (5): Results

Hypotheses	Path	Sig.	Result
H1	Social media usability → Quality of knowledge transfer	0.00	Supported
H1	Knowledge collecting → Quality of knowledge transfer	0.00	Supported
H2	Social media usability → Knowledge collecting	0.208	Not supported

## IX. DISCUSSION AND CONCLUSION

The main reason behind conducting this study was to develop an understanding of the impacts of social media usability and knowledge collecting on the quality of knowledge transfer. The study shows that there is a significant impact for these two independent variables on the quality of knowledge transfer, which is the dependent variable in this study. This partially agrees with Showalter's thesis (2012) that was investigating the relationship between social media and knowledge transfer. Moreover, it agrees with the conclusion of (Cao et al., 2016) which states that social media has the potential to promote knowledge transfer which is moderated partly by network ties, trust, and shared vision. However social media usability has not been discussed with the quality of knowledge transfer or knowledge collecting. Das and Mandal (2016) have discussed social media usability on brand sacralization. On the other hand, the results show that there is no impact of Social media usability on knowledge collecting.

## X. LIMITATION

This is one of the first studies conducted to examine the relationship between social media usability, knowledge collecting, and quality of knowledge transfer. The researcher tried to explore these relationships as there were no enough resources or previous studies investigating these relationships. In addition, the study was conducted in the Kingdom of Saudi Arabia and has geographic boundaries that may limit the ability to generalize it elsewhere. In conclusion, information about these variables and the relationship between them were found very rare.

## XI. FUTURE STUDIES

The findings of this research indicate that there are many future opportunities for further more research in this field. The author suggests that future researches can examine other factors that affect the quality of knowledge transfer. Future studies may investigate knowledge sharing in general rather than focus on knowledge collecting. Also, cultural differences can have a great impact on knowledge transfer through social media which may open new prospects to be explored. Moreover, the study may be applied in other context, either in other countries or other specified regions.

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