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The Market Orientation and User Generated Content for Knowledge Sharing

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Abstract

The goal of this research is to study the mediating role of market orientation and user-generated content for the correlation between user-friendly, security, & communication features pertaining to social media and knowledge sharing. Today, customer relations in online businesses are dependent on how well they can identify the needs of customers. Strategic alteration of the influence of social media features is crucial to obtain the optimum benefits of knowledge sharing. The agile environment prevailing in many businesses requires spontaneous responses to knowledge-sharing needs. A sample of 112 online businesses operating on social media platforms was selected using a simple random sampling technique fo r this research study. The results of the study elaborate that market orientation does not have a significant mediating impact on the relationship between the feature of user-friendliness and knowledge sharing, while user-generated content mediates the relationship between all social media features and knowledge sharing. The impact of the mediating effect of user-generated content is considerably higher for the adaptation of the communication component of social media features for the purpose of maximizing knowledge sharing. This study provides an understanding to business organizations on what dimensions should be bolstered strategically to reach the optimized level of knowledge sharing that is required for the performance of business organizations.

Keywords: Knowledge Sharing, Market Orientation, Social Media features, User-Generated Content

01. Introduction

The globalized approaches to conducting business have increased the need to filter knowledge gathered that is relevant to the business to obtain a competitive advantage. Knowledge Management has been viewed from the perspective of an integrated functional process of recognizing, filtering, retrieving, and sharing information databases between employees (Leal-Rodriguez et., al, 2013). Knowledge-sharing efficiency is a key dependency factor for successful knowledge management strategies (Wang and Noe, 2010). An organization-oriented knowledge database is a key dynamic component to articulate strategic compatibility to adapt to the agile environment and successfully react to the threats prevailing in that

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environment. It is vital to properly analyze the existing knowledge base and update it to match the changing needs of customers. There is a continuously culminating demand for the adaptation of social media to upgrade the operational performance of business organizations (Kane et al., 2014). The knowledge-sharing initiatives and strategies supported by the efficient utilization of social media vary depending on the nature of the business. This study identifies the optimum application level of social media to reach an adequate level of knowledge sharing with sufficient adaptation of user-generated content and market orientation. Today many businesses have developed partnerships with other businesses to proliferate their opportunities and strengths and this has simultaneously led to the increase in demand for filtered knowledge sharing without any negative impacts. It has been identified that motivation and willingness, expected reciprocity, power relationships, and communication skills have a significant positive impact on knowledge sharing in Sri Lankan software companies (Prabodha & Vasanthapriyan, 2018). Knowledge sharing in businesses is different from individual knowledge sharing due to the involvement of business goals and objectives, to what extent employees can understand knowledge shared, and to what extent knowledge shared is considered for decision making. The adaptation of social media for knowledge sharing is supported by communication sensitivity and transparent work styles (Gibbs et al., 2013). The target is to reach US$3,181 Mn revenue generation in 2023 from E-commerce (Statista, 2023), and to achieve this, efficient knowledge sharing with accurate creation of user-generated content with assistance from social media is crucial. For maximum involvement of e-commerce, there are three components of transactional flows that are compulsory and which include the transfer of information and legal documents between potential suppliers of the product or service and customers through safer electronic media. The information will be exchanged until they reach the stage of order confirmation and final placement. The second stage is built upon financial exchange through financial intermediaries constructed on a digital platform supported by digital payment procedures and the final stage is product dispatch from the supplier to the customer (E-commerce Readiness Assessment Report 2020). The statistics illustrate that about 43 percent of the estimated 11 million internet users have made online purchases. The Western Province has dominated other provinces as the largest e-commerce market in Sri Lanka in geographical terms with a market of approximately 50 percent of total orders (Sunday Observer, 2020). Therefore this study posits how to further expand the performance of online businesses through knowledge sharing with the adaptation of social media applications.

02. Research Problem

Today international e-commerce efforts are constrained to purchasing orders from exclusively popular overseas sites; namely, eBay and Amazon. Local websites have not reached international standards and many problems regarding the reliability of these websites have occurred, and consumers have encountered many issues pertaining to the use of social media. The young generation is highly vulnerable to social media related fraudulent activities and this can lead to the creation of negative content regarding their experience, which can tarnish the reputation of online businesses (Shannon et al., 2022). The cyber-attacks are gradually increasing on social media platforms and understanding the experience of the users can strengthen active knowledge sharing to respond immediately to user requirements. There exists a slow progress in the performance rate of online businesses in Sri Lanka due to the loopholes in knowledge sharing and this can be a disadvantage for local businesses to cope with globalization trends. The boom in social media user penetration can ultimately optimize the knowledge-sharing level in businesses. Businesses in developed

countries have taken measures to accurately identify the demands of customers in all age groups and generations and alter their supply chain requirements to respond immediately to the requirements of new customers. They always share knowledge pertaining to new technologies that can be adapted, and they carefully examine the global trends of business operations in other countries to obtain the optimum advantage of knowledge sharing and reach sound decision-making in organizations. Sri Lankan online businesses need to upgrade their level of knowledge and this study can provide an overview of how user-generated content sustainability and market orientation can impact dynamic knowledge sharing.

03. Literature Review

The reformation of a simple economy into a knowledge-based economy has highlighted the importance of knowledge which is a key strength pertaining to each organization (Natalicchio et al., 2017). Knowledge sharing has the capability to ensure competitive advantage for the organization with the creation of a specific, tacit, and explicit knowledge base while enhancing team performance and exhortation of product innovation (Dayan et al., 2017). Knowledge sharing comprises aspiration, exchange, and penetration of new knowledge (Tsai and Hsu, 2014). Many researchers have investigated factors that have an impact on knowledge sharing in terms of individual view which includes leadership features (Xiao et al., 2017), trust (Le and Lei, 2018), and personality traits (Heisig et al., 2016); and elaborating the factors from an organizational perception, the factors subsume career commitment (Singhal and Rastogi, 2018), attention and focus (Pe'rez & Za´rraga, 2005), and organizational compatibility (Zhao et al., 2018). With the massive expansion of technology, the focus of knowledge sharing diverted towards the behavior of knowledge sharing in an external environment aligned with technology (Leonardi, 2014; Leonardi, 2015).

Based on the perception of Ted Leonsis, an interpretation of social media has been developed in 1997 where social media was explained as a platform that supports the engagement of social activities (Tree & Leonardi, 2013). The gradual acceleration of discretion in engagement in social media platforms in an extended combination of generations in society, although there exists a generation nuance, has transformed business organizations formally and informally. Research is evident to determine the degree of the impact of social media-oriented knowledge and its advantages for the performance of an organization. It supports the evaluation of the extent of the impact of the use of Communities of Practice (CoP) oriented focus group discussions to maximize social media magnitude for the purpose of knowledge generation (Nisar et al., 2019). They focused their research study on determining the influence of knowledge originating from social media on business performance, while this study is conducted to evaluate the effect of market orientation and user-generated content on the relationship between social media features and knowledge sharing achieved.

It has been proved that people are more comfortable with social media and share their experiences and what they are aware of with the application of social media strategies (DiMicco et al., 2008). In addition, social media-based KM systems may allow individuals to make social contacts with each other, thus increasing social communication within the system" (Nisar et al., 2019). Importantly, all such communication is two-way, which means that KMDG members share their experiences all the time, reaching an influential audience of colleagues, peers, and consultants (Nisar et al., 2019). The combination of internet-oriented technologies with e-commerce strategies has a greater opportunity to adjust market

orientation with an influencing role in marketing activities. It is evident from past research studies that market orientation between firms has an undeviating relationship with knowledge exchange. The present studies have elaborated that social media-supported marketing activities have the capability to articulate purchasing motives of consumers (Jamil et al., 2022). Social media marketing is viewed as the creation of a strong connection between the brand and end users with the integration of a consumer-oriented connection platform supported by social interaction and engagement (Chi,2011). It is highly important for business organizations to build technical know-how in the utilization of social media in compliance with their business objectives as the approaches to interact with their customers have been subjected to deviations because of the agile environment (Mangold & Faulds, 2009). A positive correlation is evident between market orientation and global business strategy and there is a significant effect of social media marketing on global marketing strategy (Abdolvand et al., 2016), although this research study emphasizes the variation of knowledge-sharing opportunities with the combination of efforts towards market orientation and social media engagement.

It can be highlighted that misinformation is an outcome of a lack of security measures. The lack of attention to bolstering security when it comes to social media marketing can result in the flow of misinformation. Online users are exposed to the manipulation of information due to a poor understanding of risks pertaining to posting sensitive personal information on social interaction-targeted websites (Kandikanti, 2017). The compatibility level of security-oriented features is dependent on the integration of information protection tools associated with the server and auxiliary external security tools which are used regularly (Shevchuk & Pastukh, 2019). This study evaluates how commitment towards market orientation and user-generated content can control knowledge sharing with the optimum utilization of social media.

3.1. Conceptual Framework

Independent Variable   Dependent Variable
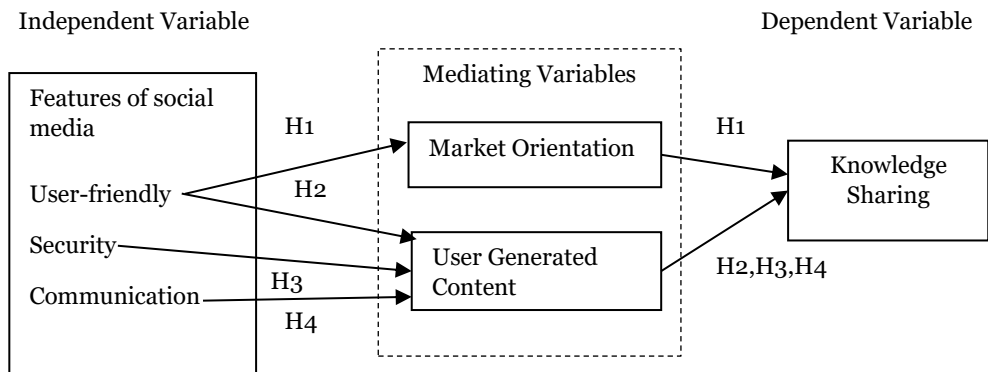

Figure 1: Conceptual framework of the study

The independent variable in this research study is the features of social media which comprised three components namely user-friendliness, security, and communication; whereas, the dependent variable is knowledge sharing. Market orientation and user-generated content are considered as mediating variables and they will be used to elaborate the impact that they have on the relationship between independent variable components and

the dependent variable. With the inclusion of mediating variables, there is an increase in statistical correlation in comparison with the situation when mediating variables are not considered. For this research study, the user-friendly feature is determined through the demand for user-friendly social media platforms, impact on improved communication and collaboration, support for the process of communication and collaboration, and ability to achieve a satisfactory level of teamwork. Moreover, these same measurements were adapted for security and communication components. Market orientation was determined through the ability to monitor deviations in the areas of laws, social, economic and technological improvements, the ability to recognize opportunities and threats to the organization, level of involvement in charity and sponsorship events, the ability to identify factors that determine the purchasing demand of buyers, ability to properly track the changes in the product demand of distributors, and the ability to scrutinize new improvements in the strategies adopted by competitors. User-generated content was measured with demand for obtaining new ideas, product reviews and feedback from buyers, the demand for cancelling subscriptions and blocking email communications, and the tendency of granting permission by buyers to access the content created regarding the products. Knowledge sharing was evaluated by the extent to which employees share work reports among team members, the frequency of sharing templates and designs with team members, the extent to which they share success and failure milestones with each other, the extent to which they share the knowledge they have gathered through other media, frequency of sharing experiences and useful techniques with other team members, and the degree of sharing the knowledge they obtained from training programs and courses followed.

The hypotheses that were developed for this study can be delineated as follows:

H1- Market orientation mediates the relationship between the user-friendly feature and knowledge sharing.

The prelavence of a user-friendly interface in social media can expand greater opportunities to identify the operations of the business environment more conveniently which leads to advanced knowledge-sharing output (MindSEO,2019).

H2- User-generated content mediates the relationship between the user-friendly feature and knowledge sharing.

The attention to adapting a user-friendly feature can improve customer engagement through positive or negative reviews, and involvement in social media through posting comments, which uplifts the portfolio of knowledge shared (Smashing Magazine, 2009). This can fill the void between new advanced knowledge and existing knowledge. Today it is a common trend to share the experience of using a product/service on a social media platform.

H3- User-generated content mediates the relationship between the security feature and knowledge sharing.

The vulnerability inherent in social media has driven business organizations to think carefully about the online platform and whether it will ultimately obscure the robust relationship between customers and the organization (Shevchuk and Pastukh, 2019). This can reduce the

user-generated content pertaining to products and services which can create a belie perspective on the global dynamic business environment which mitigates knowledge sharing.

H4- User-generated content mediates the relationship between the communication feature and knowledge sharing.

There is a possibility to generate a massive quantity of content, due to the compatibility of social media with the upcoming generations, by facilitating meaningful communication between each other. This can provoke new ventures for knowledge sharing. Today, advanced technologies used in the expansion of social media have greatly supported organizations by creating opportunities for marketing activities as they can get connected in one platform to reach a larger group of audience (Nisar et al., 2019).

04. Methodology

For this study quantitative research methods were incorporated, supported by the application of theoretical model and hypothesis evaluation. The research population comprised online business owners dependent on social media tools to expand their businesses and conduct marketing operations. With the utilization of a simple random sampling technique, a sample of 112 businesses was selected to reach a 95 % confidence interval, and depending on the size of the sample, the frame was filtered from a sample frame that comprise:

- All businesses that have a Facebook or Instagram account
- Businesses who have uploaded photo evidence of conducting online businesses
- Businesses with business owners who do not refuse to take part in google form survey to evaluate results.

The descriptive statistics were scrutinized to determine sample composition. With the use of the survey method for data collection purposes, a semi-structured questionnaire including a total of 30 questions was constructed via a Google form. The five-point Likert scale was adapted to exhort consistency. The participants were made aware of their total discretion to participate in the survey and ensured that the confidentiality of sensitive data applicable to their businesses was well secured. The survey items (Zhao et al., 2020), which were included in the questionnaire, were properly assessed to ensure applicability of model constructs and content in terms of face validity and content validity; whereas, the reliability was assessed using Cronbach's alpha with the evaluation of item-test correlation and average interitem correlation. The data analysis was conducted using the Stata 14 software package where the medsem command was installed to evaluate the mediating effect of mediating variables, where RIT value and the RID ratio were considered to determine the significance of mediation as Stata 14 software provides all the delineations pertaining to the evaluation of mediation effect.

05. Results and Discussion

5.1. Reliability Analysis

First, we determined the reliability of the data collected with the calculation of Cronbach's alpha coefficient. For this study, a Cronbach's alpha coefficient of 0.74 was obtained which proves reliable as it exceeds 0.7.

With the calculation of frequency distribution in data analysis, it can be emphasized that social media penetration is largest in the apparel industry with an indication of 82.14% of businesses who use social media for business operations. In the case of the manufacturing sector, 2 businesses have provided the data in hours per day and the five other businesses have illustrated social media usage in years. The lowest social media penetration is evident in other business industries.

Table 1: Reliability Analysis

Item	Item-test correlation	Average correlation	interitem	Alpha
Total_uf	0.7453	0.2904		0.6717
Total_sec	0.6640	0.3226		0.7043
Total_commu	0.7685	0.2812		0.6617
Total_mo	0.5390	0.3722		0.7477
Total_ugc	0.6131	0.3428		0.7229
Total_ks	0.6347	0.3343		0.7151
Test scale		0.3239		0.7419

5.2. Mediating Effect

Table 2: Mediating Effect of Market Orientation (user-friendly feature and knowledge sharing)

	Coefficients	Z	P>|z|	95% Conf.Interval	
Structural					
Total_ks<-					
Total_mo	0.102848	0.78	0.435	-0.1552915	0.3609875
Total_uf	0.4712395	4.00	0.000	0.2404108	0.7020682
_cons	1.222944	2.10	0.035	0.0841456	2.361743
Total_mo<-					
Total_uf	0.2968198	3.72	0.000	0.1406041	0.4530355
_cons	2.578496	7.62	0.000	1.915564	3.241427
Var (e. total_ks)	0.6548951			0.5039938	0.850978
Var (e. total_mo)	0.3370862			0.2594146	0.4380136

Table 2 above depicts that the coefficient pertaining to both indirect paths is not at a considerable level, which implies, according to the Baron & Kenny perspective on determining mediating effect, that market orientation does not have a mediating effect on the relationship between user-friendly feature and knowledge sharing. This rejects the alternative hypothesis H1 and accepts the null hypothesis. With the RIT value, it can be elaborated that the mediating effect of market orientation on the correlation between the user-friendly feature and knowledge sharing is only 6 percent of the total effect, which is not a relatively significant value. The RID ratio obtained illustrates that the mediating effect is only 0.1 times stronger than the direct effect, which simultaneously proves that there is no oblique effect of

market orientation on the relationship between the above-mentioned independent variable component and the dependent variable. The existence of value zero in the confidence interval proves the insignificance of the indirect effect.

Table 3 depicts that the coefficient pertaining to both indirect paths is at a considerable level, which implies, according to the Baron & Kenny perspective on determining the mediating effect, that user-generated content has a partial mediating effect on the relationship between the user-friendly feature and knowledge sharing. This accepts the alternative hypothesis H2 and rejects the null hypothesis. With the RIT value, it can be elaborated that the mediating effect of user-generated content on the correlation between the user-friendly feature and knowledge sharing is 36 percent of the total effect, which is a relatively significant value.

Table 3: Mediating Effect of User-Generated Content (user-friendly feature and knowledge sharing)

	Coefficients	Z	P>|z|	95% Conf.Interval	
Structural					
Total_ks<-					
Total_ugc	0.4764804	5.72	0.000	0.3132648	0.6396961
Total_uf	0.3210522	3.12	0.002	0.1192632	0.5228411
_cons	0.7728955	1.78	0.075	-0.0781734	1.623964
Total_ugc<-					
Total_uf	0.3792697	3.41	0.001	0.1613417	0.5971977
_cons	1.501094	3.18	0.001	0.5762742	2.425913
Var (e. total_ks)	0.5095219			0.3921176	0.6620785
Var (e. total_ugc)	0.6560209			0.5048601	0.8524409

The RID ratio obtained illustrates that the mediating effect is 0.6 times stronger than the direct effect, which simultaneously proves that there is an oblique effect of user-generated content on the relationship between the above-mentioned independent variable component and the dependent variable. The non-existence of value zero in the confidence interval proves the significance of the indirect effect.

Table 4: Mediating Effect of User-Generated Content (Security feature and knowledge sharing)

	Coefficients	Z	P>|z|	95% Conf.Interval	
Structural					
Total_ks<-					
Total_ugc	0.539601	6.42	0.000	0.3748184	0.7043835
Total_sec	0.0890195	0.96	0.337	-0.0926707	0.2707096
_cons	1.575764	3.89	0.000	0.7815955	2.369933
Total_ugc<-					
Total_sec	0.2259101	2.22	0.027	0.0260405	0.4257797
_cons	2.20985	5.46	0.000	1.416642	3.003058
Var (e. total_ks)	0.549238			0.4226822	0.713686
Var (e. total_ugc)	0.693771			0.5339119	0.9014938

Table 4 above depicts that the coefficient pertaining to both indirect paths is at a considerable level, which implies, according to the Baron & Kenny perspective on determining the mediating effect, that user-generated content has a complete mediating effect on the

relationship between the security feature and knowledge sharing. This accepts the alternative hypothesis H3 and rejects the null hypothesis. With the RIT value, it can be elaborated that the mediating effect of user-generated content on the correlation between the security feature and knowledge sharing is 58 percent of the total effect, which is a relatively significant value. The RID ratio obtained illustrates that the mediating effect is 1.4 times stronger than the direct effect, which simultaneously proves that there is an oblique effect of user-generated content on the relationship between the above-mentioned independent variable component and the dependent variable. The non-existence of value zero in the confidence interval proves the significance of the indirect effect.

Table 5: Mediating Effect of User-Generated Content (Communication feature and knowledge sharing)

	Coefficients	Z	P>|z|	95% Conf.Interval	
Structural					
Total_ks<-					
Total_ugc	0.5396767	6.24	0.000	0.3701784	0.709175
Total_commu	0.057134	0.63	0.526	-	0.2339147
_cons	1.689963	4.34	0.000	0.1196466	2.453385
				0.9265416	
Total_ugc<-					
Total_commu	0.3134954	3.34	0.001	0.1292716	0.4977192
_cons	1.815711	4.66	0.000	1.052356	2.579065
Var (e. total_ks)	0.5517833			0.4246411	0.7169934
Var (e. total_ugc)	0.6587428			0.5069548	0.8559777

Table 5 above depicts that the coefficient pertaining to both indirect paths is at a considerable level which implies, according to Baron & Kenny's perspective on determining the mediating effect, that user-generated content has a complete mediating effect on the relationship between the communication feature and knowledge sharing. This accepts the alternative hypothesis H4 and rejects the null hypothesis. With the RIT value, it can be elaborated that the mediating effect of user-generated content on the correlation between the security feature and knowledge sharing is 75 percent of the total effect which is a relatively significant value. The RID ratio obtained illustrates that the mediating effect is 3 times stronger than the direct effect, which simultaneously proves that there is an oblique effect of user-generated content on the relationship between the above-mentioned independent variable component and the dependent variable. The non-existence of value zero in the confidence interval proves the significance of the indirect effect. The strongest oblique effect of user-generated content is evident in the relationship between the above variables.

06. Conclusion

The research study aimed at directing the attention of online businesses on how to improve their sales through the utilization of proportionate adaptation of social media features to reach the optimum level of knowledge sharing. The research study has analysed that market orientation does not mediate the relationship between the user-friendly feature and knowledge sharing. Therefore, it can be implied that online businesses do not require any additional resources to facilitate market orientation with the intention of knowledge sharing. As H2 was proved to be valid through this research study, it can be theorised that there is a

partial mediating effect of user-generated content on the relationship between the user-friendly feature and knowledge sharing. Therefore, it can be recapitulated that a more user-friendly interface can create more customer-oriented content with the expansion of user engagement to maximize knowledge sharing. It has been identified from the research study, as H3 proved to be acceptable, that user-generated content has an oblique effect on the intensity of the security feature on social media and knowledge sharing. This emphasises that a lower level of security obstacles can enhance customer engagement to create customer-oriented content, which leads to improved knowledge sharing and elucidates customer requirements. The research study posits that there is a mediating effect on the relationship between the communication feature on social media and knowledge sharing. This elaborates that with the adaptation of robust communication approaches through social media, customers can express more clearly what they desire, and with knowledge sharing among employees business organizations can develop their marketing schedules to retain those customers. The findings of the research can be further developed to determine whether market orientation moderates the relationship between social media features and knowledge sharing. The findings also imply that user-generated content articulates the behaviour of the relationship between social media features and knowledge-sharing capacity. The features of social media should be redesigned after careful consideration regarding the output generated.

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