

Linking Social Capital, Knowledge Sharing, and Individual Outcomes: Future Research Agenda

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ABSTRACT

In today's knowledge-based economy, knowledge sharing is essential for organizations to be successful. However, knowledge sharing can be challenging due to a lack of trust, fear of losing power or status, cultural barriers, and lack of incentives. This study aims to create a conceptual model to understand better the relationship between social capital and the knowledge sharing process. We use a literature review approach to understand what comes before and after knowledge sharing. By looking at existing research, we want to find out the things that lead to knowledge sharing and the results of it. This helps us get a full picture of how sharing knowledge works and what factors play a role. The study will examine how social capital dimensions (structural capital, relational capital, and cognitive capital) affect knowledge collecting and knowledge. The findings of this study will help practitioners and managers to create an environment that encourages people to share their knowledge, leading to increased innovation, productivity, and decision-making effectiveness.

Keywords: Individual Outcomes, Knowledge Sharing, Social Capital Dimensions

INTRODUCTION

In today's knowledge-based economy, organizations that can effectively share knowledge are more likely to be successful. Knowledge sharing is the process of transferring knowledge from one person or group to another that can take many forms, such as sharing information, insights, skills, or best practices. Knowledge sharing help organization to solve problems more effectively, improve decision-making, develop new products and services, and create a more competitive advantage (Ahmad & Karim, 2019). The knowledge sharing process can be divided into two phases: knowledge collecting and knowledge donating (Dysvik, Buch, & Kuvaas, 2015; Helmy, Adawiyah, & Setyawati, 2020). Knowledge collecting is the process of gathering information and insights from various sources, while knowledge donating is the process of sharing knowledge with others. Collecting knowledge is essential for a deeper understanding of a particular topic or issue. Knowledge sharing allows employees to learn from the experiences and insights of others. This can be done through formal channels, such as writing articles or giving presentations. It is also important to share knowledge through informal channels, such as having coffee with colleagues or helping out a new employee (Galeznik, Kelchesvkaya, Pelymskaya, & Chermenko, 2021; Kwayu, Abubakre, & Lal, 2021). A successful knowledge sharing process requires people to be involved in both knowledge collecting and knowledge donating. When people only collect knowledge, they cannot share their own insights and experiences. And when people only donate knowledge, they cannot learn from others. However, knowledge sharing can be challenging. Several factors can inhibit knowledge sharing, such as lack of trust, fear of losing power or status, cultural barriers, and lack of incentives (Chedid, Alvelos, & Teixeira, 2022; Usmanova, Yang, Sumarliah, Khan, & Khan, 2020).

Previous studies revealed that social capital could be a critical factor for the success of knowledge sharing process (Hesti, 2020). Social capital refers to the network of relationships that individuals and groups have with each other (Santos & Oliveira, 2019). These relationships can provide access to information, resources, and support. They can also create a sense of trust and reciprocity, encouraging people to share their knowledge. However, a dearth of research has looked at how social capital is related to knowledge collecting and donating individually. The effects of social capital on knowledge collecting and donating may vary depending on the culture and the type of social capital (Chen et al., 2021). For example, social capital may be more important for knowledge collecting in some cultures than in others (Ha & Nguyen, 2020). The type of social capital may also matter, such as trust is more important for knowledge donating than for knowledge collecting. Thus, this study aims to create a conceptual model to understand better the linkage between social capital and the knowledge sharing process. By scrutinizing how social capital facilitates the knowledge sharing, practitioners and managers can create an environment that encourages people to share their knowledge. This can lead to increased innovation, productivity, decision-making effectiveness, learning and development, communication, and collaboration.

LITERATURE REVIEW

Social Capital Framework

Social capital theory (SCT) stands as a foundational concept in understanding the profound value of social connections as a precious resource capable of serving a multitude of purposes. SCT asserts that social capital is not merely a theoretical abstraction but a tangible asset that emerges from relationships built on trust, reciprocity, and cooperation. These relationships form the bedrock of human societies and have the potential to create significant advantages (Smith, de Beer, & Mason, 2015). Social capital represents the collective benefits that individuals and groups can harvest through their

intricate web of social ties. These benefits encompass access to critical resources, valuable information, and essential support systems. Notably, the creation of social capital is intrinsically tied to relationships characterized by trust, reciprocity, and collaboration (Barão, de Vasconcelos, Rocha, & Pereira, 2017).

Nahapiet and Ghoshal's (1998) influential framework within SCT expounds on the multifaceted nature of social capital, offering a comprehensive understanding of its components. According to their seminal work, social capital is the amalgamation of both tangible and potential resources intricately interwoven within, accessible through, and derived from the complex network of relationships held by an individual or a social entity. This intricate construct, as expounded by Nahapiet and Ghoshal, can be dissected into three essential dimensions: relational capital, structural capital, and cognitive capital, each playing a distinctive and crucial role in shaping the dynamics and outcomes of social capital. Relational capital, the first dimension, underscores the significance of the social connections themselves. It highlights the value of trust, reciprocity, and mutual respect within these relationships, emphasizing the trustworthiness and commitment among individuals (Qiao & Wang, 2021). This dimension is crucial for the cultivation and maintenance of social capital, as it serves as the foundation for other forms of capital. Structural capital, the second dimension, focuses on the patterns and structures within the social network. It addresses the question of how interconnected and efficient the relationships are, determining the accessibility and flow of resources and information within the network (Kim & Shim, 2018). A well-structured network provides more opportunities for resource exchange and cooperation, thus enhancing the overall potential of social capital.

Cognitive capital, the third dimension, pertains to the shared knowledge, understandings, and norms within the social network. This dimension emphasizes the role of common values, beliefs, and codes of conduct that help individuals and groups work together effectively. It also involves the ability to tap into collective wisdom and insights, enhancing problem-solving and innovation (Hu & Randel, 2014). SCT illuminates the intrinsic value of social connections and their ability to generate tangible advantages. Nahapiet and Ghoshal's framework, by dissecting social capital into its relational, structural, and cognitive dimensions, provides a comprehensive roadmap for understanding and harnessing this invaluable resource. These dimensions work in concert, shaping the dynamics of social capital and dictating the extent of benefits that individuals and groups can reap from their social connections.

Relational Capital

Relational capital focused on the quality of relationships between individuals and organizations (Santos & Oliveira, 2019). It is often seen as the "glue" that holds social networks together and allows them to function effectively. There are a number of different dimensions of relational capital, but some of the most important include: trust, reciprocity, shared understanding and norms (Akram, Lei, Haider, & Akram, 2017). Trust is the foundation of all successful relationships. Trust is a psychological state comprising the intention to accept vulnerability based on positive expectations of the intentions or behavior of another. Trust exists between two parties (individuals, groups, organizations) based on the belief that the other party is reliable, honest, and benevolent. Another dimension, reciprocity is the expectation that the other party will return favors or benefits that are given to them (Wu, 2016). This creates a sense of obligation and commitment to the relationship. When individual feels a sense of reciprocity, they obligated or compelled to reciprocate good acts or gifts from others. Suh (2016) defined norms in the relational capital as an informal rules that govern how people interact in a relationship. Past study conclude that norms can be explicit or implicit, but they are essential for maintaining the smooth functioning of the relationship (Suh, 2016).

Cognitive Capital

Cognitive capital is a form of social capital that is focused on the shared knowledge and understanding that exists between individuals and organizations. Cognitive capital allows people to share information and ideas and to learn from each other (Kim & Shim, 2018). Past studies explored the dimension of cognitive capital. According to the literature cognitive capital often categorized into three dimension, namely shared knowledge, shared understanding and shared norms (Akhavan & Hosseini, 2016). Shared knowledge is the knowledge that is common to a group of people. This can include knowledge about the industry, the market, or the technical aspects of a project. Shared understanding is the ability to see the world from the other party's perspective and to understand their needs and goals. This allows for more effective communication and collaboration. Shared norms are the informal rules that govern how people interact in a group (Ha & Nguyen, 2020). They can be explicit or implicit, but they are essential for maintaining the smooth functioning of the group.

Structural Capital

Social capital creates a social network that provides structure that allows people to connect with each other and to share information and resources. Structural capital dimension indicates the network of relationships that exists between individuals and organizations. Social network consists of different type. Network diversity defined as the number of connections between people in a network (Lefebvre, Sorenson, Henthon, & Gellynck, 2016). A high-density network means that there are many connections between people, while a low-density network means that there are few connection (Allameh, Rezaei, & Seyedfazli, 2017). Another type, network diversity is the variety of people and organizations in a network. A diverse network means that there are people from different backgrounds and with different skills and knowledge. The final type of social network is network ties: Network ties are that indicates the connections between people in a network. Strong ties are connections that are based on trust and reciprocity, while weak ties are connections that are less personal (Sheer & Rice, 2017).

Knowledge Sharing Process

Knowledge sharing is the process of transferring knowledge from one person to another. In their study, van den Hooff and de Ridder (2004) propose that knowledge sharing activities encompass two main aspects: knowledge donation and knowledge collection. Knowledge donation involves the act of sharing knowledge through effective communication between individuals. On the other hand, knowledge collection is the process of acquiring knowledge from others by seeking consultation, persuading them, and inviting them to share the knowledge they possess. Knowledge donating and collecting are two important processes that can help organizations to grow and succeed. When individuals donate their information work method or experience and gather knowledge from others, they already contribute to the organization's collective knowledge that becomes a more valuable asset to the organization (Intezari, Taskin, & Pauleen, 2017).

The knowledge sharing process can be facilitated by a culture of open communication (Glińska-Neweś, Sudolska, Karwacki, & Górka, 2017), a supportive organizational climate (Ahmad & Karim, 2019), and incentives for knowledge sharing (Hu & Randel, 2014). A culture of open communication means that people feel comfortable sharing their knowledge without fear of judgment or criticism. In a workplace where open communication is valued, employees feel safe and comfortable sharing their ideas, thoughts, and feedback, even if they differ from the majority opinion. In addition, a supportive organizational climate provides resources and support for knowledge sharing, such as training, tools, and time. Incentives for knowledge sharing, such as recognition, rewards, or promotions, strongly indicate that the organization rewards people for sharing their knowledge.

Innovative Work Behavior

Innovative work behavior is the action that demonstrates an individual's ability to generate new ideas, creative concepts, and innovative solutions for workplace problems. It is highly important in creating an innovative work environment where companies encourage employees to contribute to the development and improvement of processes, products, or services. Innovative individuals think creatively, seek unconventional solutions, and are open to trying new approaches while not hesitating to abandon ineffective old methods (Javed et al., 2019). Innovation is crucial in the face of increasing business competition and addressing new challenges (Helmy, Azizah, Shalma, & Purnomo, 2023).

The stages of innovative work behavior encompass Idea Generating (generating ideas), Idea Championing (supporting ideas), and Idea Implementation (implementing ideas) (Mustofa, Purnomo, Darmawati, & Helmy, 2020). These are critical stages in transforming creative concepts into tangible actions within the workplace context. In innovation, the first stage involves generating new ideas, which includes thinking creatively, seeking alternative solutions, and identifying problems or challenges that require innovative solutions. Next, these ideas need to be supported and communicated to others in the Idea Championing stage. Finally, the approved ideas are implemented through planning, execution, and oversight.

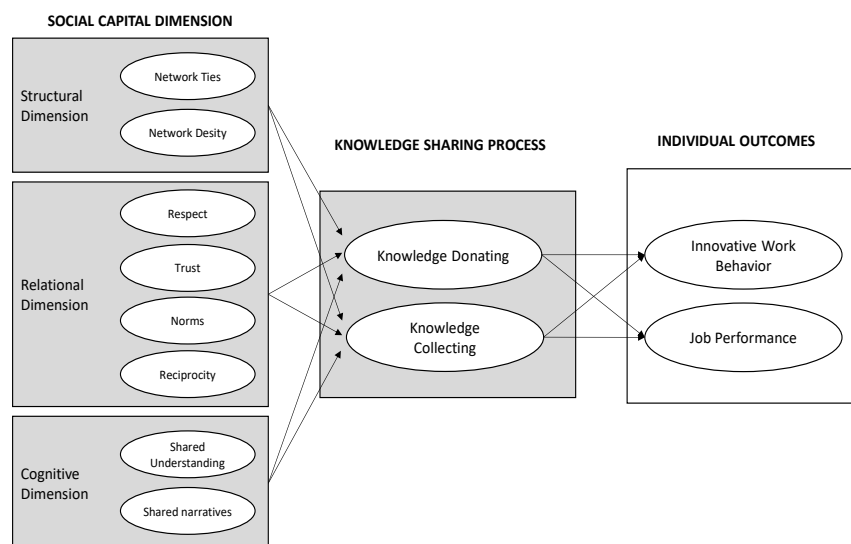
The key difference between innovative work behavior and creativity is that innovative work behavior covers the entire process from generating ideas to implementing them in day-to-day work practices (Helmy, Adawiyah, & Banani, 2019). Creativity focuses more on the generation of new and creative ideas and concepts. Creativity is an essential component of innovation, but innovation requires these ideas to be successfully applied in the workplace to bring about real change.

Job Performance

Job performance refers to how well someone succeeds in carrying out the tasks and responsibilities associated with their job. This encompasses how individuals meet the goals set by their superiors or the organization, how they fulfill the expected standards of quality, productivity, and efficiency, and how they contribute to the overall success of the organization. Job performance can be measured based on various factors, including job outcomes, behaviors, and skills (Huang, Chang, & Chou, 2020). Job performance is a crucial aspect of employee evaluation, human resource management, and career development. It is important to have an objective and measurable way to assess job performance to provide clear feedback to employees, identify areas for improvement, and acknowledge exceptional achievements. Employee performance measurement is the process of evaluating and assessing to what extent an employee achieves the goals set by a company or organization (Setyawati, Wiwoho, Adi, & Hidayat, 2023).

This performance measurement can be done in various ways, and the dimensions of employee performance measurement are specific aspects that are evaluated to assess an employee's contribution and work outcomes. Employee performance measurement can vary depending on the type of job, company objectives, and assessment methods used (Oktaviani, Arifin, & Daud, 2023). Typically, organizations will use a combination of these dimensions to provide a comprehensive overview of an employee's performance. Previous research has measured performance from several assessment aspects, including (Ramos-Villagrasa, Barrada, Fernández-del-Río, & Koopmans, 2019): 1) Productivity: This dimension measures how effectively an employee can produce or complete work within the expected time frame. Productivity can be measured in various ways, such as the number of tasks completed, the quantity of units produced, or meeting established targets. 2) Quality of Work: The quality of work refers to how well the outcomes of an employee's work meet established quality standards. This may include accuracy, precision, and the reliability of the work performed. 3) Initiative and Creativity: An employee's ability to take initiative, think creatively, and contribute new ideas to their work or projects can also be an assessed dimension. Initiative may involve suggesting process improvements, innovations, or ideas that support the company's growth.

Figure 1. Conceptual Framework



RESEARCH METHOD

The proposed research method involves conducting a literature review to grasp the developments, findings, and concepts that have been present in the scholarly literature pertaining to the investigated research topic. In the context of this research, the literature review will be utilized to explore the existing relationships between social capital, knowledge sharing, and individual outcomes and to identify directions for future research that warrant exploration within this domain. The initial step involves defining the research objectives, followed by the search and selection of sources through scholarly databases such as Google Scholar and Scopus using relevant keywords like "social capital," "knowledge sharing," "individual outcomes," and "research agenda." The literature selection process entails choosing 28 high-quality studies that are pertinent to the research objectives. This study analyzed and summarized the research article to identify the main findings, connections between the factors, and possible directions for future research.

RESULTS

Relational Capital and Knowledge Sharing Process

Past studies revealed relational capital quality as a critical factor for knowledge sharing. Relational capital reduces the knowledge-sharing barriers and encourage people to share their knowledge more voluntarily. Paoloni, Cesaroni, and Demartini (2019) revealed that manager who trust their employees is more likely to give them access to important information and encourage them to share their knowledge. Aisyah, Sukoco, and Anshori (2019) also found that trustworthiness is critical for employees to donate their knowledge. Sense of reciprocity also significantly influences knowledge sharing behavior (Qiao & Wang, 2021). Team with a strong sense of reciprocity is more likely to share knowledge with each other, knowing that they can get help from their teammates when they need it. In this perspective reciprocity promote employees to collect and donate knowledge to others. Norms are the shared expectations that govern how people interact with each other. Rodríguez-Aceves, Mojarro-Durán, and Rivera (2022) stated that Norms play an important role in regulating behavior and ensuring that relationships are productive and rewarding. Norm encourages knowledge donating, as people are willing to share their knowledge if they believe they will receive knowledge in return. Similarly, a norm encourages knowledge collecting if they believe that others will be willing to help them.

Proposition 1. Relational capital encourages the individual to collects knowledge. In other words, the higher respect, trust, norms, and reciprocity are related to the higher knowledge collecting.

Proposition 2. Relational capital encourages the individual to share knowledge. In other words, the higher respect, trust, norms, and reciprocity are related to the higher knowledge donating.

Cognitive Capital and Knowledge Sharing Process

Cognitive capital is a form of social capital that supports knowledge sharing by providing a shared knowledge base, shared understanding, and shared norms. The results of research conducted by (Allameh, Rezaei, & Seyedfazli, 2017) revealed that a shared understanding of the industry is able to share knowledge encouraging companies to be more updated about new trends and developments. Employees who work within a culture of shared norms around knowledge sharing tend to be more willing to share knowledge, knowing that they are following accepted practices. (Lefebvre, Sorenson, Henchion, & Gellynck, 2016) concluded that manager who is aware of the different types of knowledge that exist within his team is more likely to match people with the right knowledge to the right tasks. In addition, cognitive capital can also be used to promote knowledge sharing by identifying gaps in knowledge within an organization, matching people with the right knowledge to the right tasks (Ado, Su, & Wanjiru, 2017), and creating a culture of knowledge sharing within an organization (Aklamanu, Degbey, & Tarba, 2016). Sharing knowledge driven by cognitive capital can help organizations improve their performance, innovate more effectively, and make better decisions (Setini, Yasa, Supartha, Giantari, & Rajiani, 2020).

Proposition 3. Cognitive capital encourages the individual to collects knowledge. In other words, the better shared understanding and shared narrative are related to the higher knowledge collecting.

Proposition 4. Cognitive capital encourages the individual to share knowledge. In other words, the better shared understanding and shared narrative are related to the higher knowledge donating.

Structural Capital and Knowledge Sharing Process

Structural capital is a type of social capital in the form of networks between individuals and organizations. Zhao, Yi, and Chen (2022) research shows that structural capital can enhance knowledge sharing by providing a network of relationships that can facilitate the flow of information and knowledge (Birasnav, Chaudhary, & Scillitoe, 2019). Additionally, past research revealed that network density, diversity, and strength can all play a role in promoting knowledge sharing (Han, Yoon, & Chae, 2020; Singh, Mazzucchelli, Vessal, & Solidoro, 2021). Companies with high-density employee networks are more likely to have employees who know each other's knowledge and are willing to share it (Thomas & Gupta, 2021). In addition, companies with diverse employee networks are more likely to be exposed to new ideas and perspectives, which can help them innovate and improve their performance (Prasetyaningrum, Rachmawati, & Yogawati, 2023). Finally, companies with strong bonds between their employees have a culture of trust and reciprocity, which can encourage employees to share knowledge (Lee, Malik, Rosenberger III, & Sharma, 2020). Overall, structural capital can be a powerful tool for promoting knowledge sharing. By providing a network of relationships that facilitate the flow of information and knowledge, organizations can create a culture of knowledge sharing those benefits everyone involved.

Proposition 5. Structural capital encourages the individual to share knowledge. In other words, the strongest network ties and network density related to the higher knowledge donating.

Proposition 6. Structural capital encourages the individual to collects knowledge. In other words, the strongest network ties and network density related to the higher knowledge collecting.

Knowledge Sharing Process and Innovative Work Behavior

Scholar has proven that knowledge sharing is related to innovative work behavior (Helmy, Adawiyah, & Banani, 2019). Employee who are involved in knowledge sharing behavior perform higher innovative behavior. However, the relationship between knowledge donating and knowledge collecting and innovative work behavior is complex and multifaceted. There are various ways in which these two processes can foster innovative work behavior. Firstly, by engaging in knowledge donating, employees can enhance their ability to generate fresh ideas through access to a broader range of knowledge and expertise (Helmy, Adawiyah, & Setyawati, 2020; Kang & Lee, 2017). This exposure enables them to think more creatively, leading to novel problem-solving approaches. Secondly, knowledge collecting contributes to personal development, empowering employees to refine their skills and knowledge, ultimately enhancing their creativity and innovativeness (Dong, Bartol, Zhang, & Li, 2017). Thirdly, the act of knowledge sharing nurtures a collaborative and open work environment, fostering innovation (Akram, Lei, Haider, & Akram, 2017). Encouraging employees to share their knowledge builds trust and support, making them more comfortable in sharing their ideas, thus leading to an increase in innovation.

Proposition 7. Knowledge donating shares positive impacts on innovative work behavior. Individuals who are involved in knowledge donating activities perform higher innovative work behavior.

Proposition 8. Knowledge collecting shares positive impacts on innovative work behavior. Individuals who are involved in knowledge collecting activities perform higher innovative work behavior.

Knowledge Sharing Process and Employee Performance

Knowledge sharing activities have been a subject of significant research attention in the past, with studies pointing to their positive impact on employee performance (Deng, Duan, & Wibowo, 2023; Nguyen & Prentice, 2022). One key facet of this impact is the role of knowledge donation, whereby employees contribute their expertise to the collective knowledge pool of the organization. This practice not only empowers individuals but also aids in fostering a more knowledgeable and skilled workforce. The benefits of such a knowledgeable workforce are manifold and extend to improved decision-making, enhanced problem-solving capabilities, and increased innovation within the organization (Litvaj, Ponisciakova, Stancekova, Svobodova, & Mrazik, 2022).

Furthermore, knowledge donation is not solely a unidirectional process but a catalyst for building relationships and trust among employees. As shown in the research by (AlKayid, Selem, Shehata, & Tan, 2023), the act of sharing knowledge can be a crucial mechanism for creating bonds and fostering a sense of community within the workplace. These strong interpersonal ties can subsequently enhance overall employee performance by promoting collaboration and cooperation among team members.

On the other side of the knowledge-sharing equation are employees engaged in knowledge collection. These individuals actively seek out and absorb the knowledge made available by their colleagues. Engaging in this practice enables them to expand their own knowledge base and enhance their skill set, as demonstrated by research conducted (Meher & Mishra, 2022). The act of knowledge collection, often complementing knowledge donation, contributes to a dynamic learning environment within the organization, where a continual exchange of information and expertise results in a more knowledgeable and adaptable workforce, ultimately benefiting overall employee performance.

Proposition 9. Knowledge donating shares positive impacts on employee performance. Individuals who are involved in knowledge donating activities perform higher employee performance.

Proposition 10. Knowledge collecting shares positive impacts on employee performance. Individuals who are involved in knowledge collecting activities perform higher employee performance.

DISCUSSION

The imperative for research endeavors that investigate the influence of social capital dimensions on knowledge donating and knowledge collecting emanates from the acknowledgement that these two constructs engender divergent outcomes and ramifications within the domain of knowledge sharing. Comprehensive understanding of how various facets of social capital dimension, including relational capital, structural capital and cognitive capital, influence the processes of knowledge donation and collection can furnish invaluable insights into the intricacies of knowledge exchange.

Relational capital, which stems from an organization's external relationships, plays a vital role in both collecting and sharing knowledge. Good relationships give access to valuable external information and enable collaboration, making it easier to gather knowledge. It also fosters trust and open communication, making it more likely for organizations to share their knowledge and benefit from others. In short, strong relational capital helps organizations collect and share knowledge effectively. Cognitive capital, which encompasses an individual's mental abilities, greatly influences knowledge collection and donation within an organization. Those with strong cognitive capital excel at

understanding and analyzing new information, aiding in effective knowledge collection. They also make valuable contributors, capable of sharing knowledge clearly and mentoring others, enhancing knowledge donation and transfer. The relationship between the structural dimensions inherent to social interactions and the knowledge sharing process lies in the pivotal role played by social structures and networks within organizations or communities. An effectively designed structural framework can significantly facilitate the seamless dissemination of knowledge, whereas a structurally deficient or less efficient arrangement may obstruct this flow.

Future research may reveal that high levels of trust and strong social ties encourage individuals to contribute knowledge more willingly, leading to enhanced collaboration and creativity within a group. Conversely, investigating the impact of social capital on knowledge collection may unveil how well-connected individuals are more adept at gathering relevant information, which can positively influence decision-making and problem-solving. By comprehending these dynamics, researchers can offer valuable insights to organizations and communities on fostering an environment that encourages knowledge donation and collection, thereby maximizing the potential benefits of knowledge sharing and promoting overall growth and effectiveness.

CONCLUSION

In conclusion, research into the influence of social capital dimensions on knowledge donating and knowledge collecting is imperative because it can provide valuable insights into the intricacies of knowledge exchange. Relational capital, stemming from external relationships, plays a vital role in both collecting and sharing knowledge by fostering trust, open communication, and collaboration. Cognitive capital, based on an individual's mental abilities, significantly influences knowledge collection and donation. Furthermore, the structural dimensions of social interactions within organizations and communities play a pivotal role in facilitating or obstructing the dissemination of knowledge. Understanding these dynamics can lead to enhanced collaboration, creativity, and decision-making. Ultimately, this research offers organizations and communities the opportunity to foster environments that encourage knowledge sharing, maximizing its potential benefits and promoting overall growth and effectiveness.

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