

SOCIAL NETWORK INFLUENCE TO SUBJECTIVE NORMS IN KNOWLEDGE SHARING

Wulandari Harjanti¹

STIE Mahardhika, Surabaya
INDONESIA

Emails: dra.wulandariong@gmail.com

ABSTRACT

This quantitative research aimed to examine the social network influence to subjective norms in knowledge sharing in order to support the SMEs in Situbondo, East Java Province Indonesia in increasing the technology factor which influences the behavior of knowledge sharing and designs knowledge management system. Social network significantly and positively influenced the knowledge sharing. It shows when the social networking is increasing the employees will feel positive feeling to share the knowledge. The social network influences significantly and positively to the subjective norms in knowledge sharing. It is where the employees who have social network will extensively experience bigger social pressure in sharing knowledge.

Keyword: social network, subjective norms, knowledge sharing

INTRODUCTION

"Knowledge" is a key component for companies to create such competitive advantage (Davenport and Prusak, 2000). Thus, Knowledge Management has become a very important thing for all companies (Chang et al., 2012). Companies that focus on the management and utilize it have a greater chance of building a competitive advantage than their competitors (Gray, 2001). The fundamental element of knowledge management is Knowledge Sharing which is considered very important in an organization.

One of the factors contributing to Knowledge Sharing is social capital, which is based on the willingness of employees to share and social pressure from the organization. Social capital takes place in the relationship between a person and another person. It is used to describe a wide range of pro-social behaviors, such as collective action and community involvement. Coleman (1988), in Chow and Chan (2008), stated that it helps in encouraging action between individuals or corporations.

Social capital is divided into three main classifications, namely structural, relational, and cognitive (Granovetter (1992), in Munson et al. (2008)). The structural dimension involves social relationships and networks that define who can be reached and how to reach them and the factors in this dimension are related to the pattern of relationships, attachments, connections between members, and the degree of structure in relationships that occur. The relational dimension describes the level of trust developed during interactions, norms, obligations, beliefs and identifications that increase the awareness of their collective goals. The cognitive dimension refers to enhanced resources in understanding between one party and another. Wasko and Faraj (2005) stated that sharing knowledge requires understanding, which is related to common culture and common goals as an important factor. In this case the structural and cognitive dimensions are the two main things applied in this study.

In a sustainable interaction situation such as sharing knowledge within the organization, appropriate feedback is critical. When others respond in an anticipated way, the individual concludes that his thoughts and behaviors are correct, at the same time the similar roles are being in progresses as the exchange of knowledge continues according to role theory, which is the basis of a symbolic interactionist perspective on the formation of self-Concept) (Brock et al., 2005). This reflective appraisal process contributes to the formation of self-worth, which is strongly influenced by the feeling of competence and closely related to effective performance. Therefore, employees who got feedback on knowledge sharing actions in the past tend to have better understanding on how these actions have contributed to the work of others and/or improve organizational performance. Such an understanding will enhance her sense of worth. Therefore, as a reciprocity will make employees tend to develop supportive behavior in sharing knowledge compared to employees who can not see the linkage. The greater the self-worth through knowledge sharing, the attitude to sharing knowledge will be more supportive.

Reference group norms become the standard for individuals to judge themselves. Individuals who feel a high sense of worth in sharing knowledge tend to be aware of the demands of other members related to knowledge-sharing behavior and adhere to these demands.

A personal attitude toward a behavior is a predictor of the intention to engage in such behavior and the intention of knowledge sharing behavior is determined by the individual's attitude toward knowledge sharing. If the attitude of members of the organization of positive knowledge sharing, it will be stronger intention to do knowledge sharing

Knowledge sharing behavior is also very useful to help decision making. Therefore, it is necessary to be familiarized in the organization to form a knowledge sharing culture within. Things related to the issues of knowledge sharing are also experienced by SMEs which are increasing their business in Situbondo area such as improper feedback, too fast in executing tasks, friction between hierarchy and responsibility, dependence on employee knowledge of other parts, and imperfect monitoring, The company encountered various obstacles.

The biggest obstacle to rapid packing readiness is unavailable and the need for expert staff tends to increase thus this study will examine how social network influences on attitudes in knowledge sharing and how the social network influences subjective norms in knowledge sharing.

LITERATURE REVIEW

Social Network

Social network is the structural dimension of social capital (Granovetter (1992), in Munson et al. (2008)). The structural dimension is related to a social system and network as a whole. These conditions illustrate the configuration of relationships between people or units. It is the overall pattern of connections between individuals to reach and how to reach them (Burt (1992), in Chua (2002)). One of the most important parts of this dimension is the presence or absence of network ties between individuals, network or morphological configurations that illustrate patterns of relationships measured by density, connectivity, and hierarchy, and the right organization, the existence of a network, Built for one purpose that can be used by others (Nahapiet and Ghoshal (1998), in Inkpen and Tsang (2005)).

Inkpen and Tsang (2005) also stated that the social network which is the structural dimension of social capital involves patterns of relationships between individuals within the network, and can be analyzed through the perspective of network ties, network configuration and network stability (Network stability). The bond in the network is related to the specific way individuals are connected. Bonding is a fundamental aspect of social capital, because the individuals within the network of bonds that are formed will create opportunities for social capital transactions (Adler and Kwon, 2002). A key feature in a network is that network members are part of the same corporation. Therefore, the bonds between members, such as interdepartemental and

interpersonal relationships are not very different between members. In other words, network ties to members will be stronger (Adler and Kwon, 2002), so that individual social capital will form the basis for organizational social capital. Through strong cooperation in performing work tasks and problem-solving work the bonds that occur between Members of the organization will become stronger so that is an important social capital for the organization.

Chow and Chan (2008) suggest that social networks have a significant direct influence on subjective attitudes and norms in knowledge sharing. Therefore, management must develop clear mission and objectives so that all members of the organization can appreciate and contribute knowledge and thereby it is critical for the HR division.

Subjective norms

Subjective norms are a measure of individual perceptions of social reactions to behavior. People's perception of whether others will approve or reject the respective behavior. Subjective norms consist of two components, namely normative belief and motivation to comply (Ajzen, 1991). Normative belief is an understanding of something significant. "(Corner and Armitage, 1998). Perceptions about the judgment of others are influenced by a motivation to fulfill / follow that is influenced by the assessment. Research on compliance measures shows that peers have an important influence on predicting behavior.

Attitudes and subjective norms are two thoughts about the use of influence or not when a person requires an activity. In general research has shown that attitudes are a better predictor of making an action than subjective norms (Ajzen, 2001).

Knowledge Sharing

Each knowledge sharing behavior consists of bringing (knowledge donating) and getting (knowledge collecting) (Van den Hoff and De Ridder, 2004). Knowledge donating is the behavior of communicating intellectual capital owned by someone to others, and knowledge collecting is individual behavior to consult with other individual about intellectual capital owned. Both of these behaviors have different properties and can have different effects. The same is also expressed Ardichvili et al. (2003), knowledge sharing requires two parties, namely those who provide new knowledge and who ask for knowledge.

Effective knowledge-sharing and learning behaviors require cultural change in organizations, new practical management, senior management commitment, and technological support. Organizational culture should be transformed into a sharing culture and it should be handled with strong top-level leadership, and by providing a means of knowledge management that can make the job better. (Turban et al., 2002).

RESEARCH METHODS

Here the model was evaluated by using R-Square for dependent constructs, t test and the significance of the structural path parameter coefficients (Ghozali, 2008: 26). The change in R-Squares value is used to assess the influence of certain latent independent variables on latent dependent variables whether they have substantive effects. Hypothesis testing is done by comparing the value of t statistics with the value of t table. If the statistical t value is greater than the value of t table (1.96), then there is a significant influence between a variable on the other variables and vice versa if the t value of the statistic is smaller than the value of t table (1,96), there is no significant influence .

This research has two hypothesis:

H1: Social network positively influences the attitude in knowledge sharing

H2: Social network positively influences subjective norms in knowledge sharing

RESULTS AND DISCUSSIONS

Only 37 employees from several SMEs in Situbondo were taken as respondents and divided into several characteristics according to gender, age, last education and years of service. All respondents or 100% were males. Major age range is between 36 years to 40 years with the

number of 15 people or 41%. About 20 people or 54% are high school graduates. As for the period of employment, respondents with a working period of more than 4 years to 6 years is the dominant respondent with the number of 12 people or 32%.

Descriptive statistics of the social network (X1) show an average value of 3.65, which indicates the condition that the overall level of social network employees are in the high category. Shared goals (X2) show an average value of 3.75, which indicates the overall condition that the overall levels of the employees' share goals are in the strong category.

The social network indicator that has the lowest rating related to good relations and conducts in-depth discussions with other members of the organization, because it has the lowest average value of 3.62. The social network indicator that has the highest rating associated with spending a lot of time to interact with other members of the organization, because it has the highest average value, which is 3.70.

While the indicator of shared goals that have the lowest rating associated with the statement of employees that "they are always enthusiastic in pursuing the goals and collective mission of the organization as a whole", because it has the lowest average value of 3.40. The shared indicators that have the highest rating associated with the statement of employees "always share the same ambition and vision in the work", because it has the highest average value, which is 3.75.

The results show that the value of Composite Reliability and Cronbach Alpha for each social network variable (X1), shared goals (X2), shows the number above 0.75 so it can be stated that the variable construct has good reliability, thus the path coefficient value (Path) social network (X1) to the attitude of knowledge sharing is positive by 0.3678, with the value of t statistics of 2,5518 > t table value of 1.96. It shows that social network (X1) has a significant positive effect on attitudes on knowledge sharing (Z1).

While the value of path coefficient (path) shared goals (X2) on the attitude of knowledge sharing is positive at 0.3752, with t statistics of 2.2739 > t table value of 1.96. Shows that shared goals (X2) have a significant positive effect on attitudes on knowledge sharing.

The influence of social network (X1), shared goals (X2), on attitudes towards knowledge sharing shows the R-Square value of 0.6624, means that the variability of attitudes on knowledge sharing (Z) can be explained by social network (X1) And shared goals (X2), 66.24%, while the remaining 33.76% is still explained by other non-researched variables such as self-worth. From the above calculation The first hypothesis states that the social network has a positive effect on attitudes on knowledge sharing. Based on analysis results show that the coefficient path (path) is positive with a t value of statistics of 2.5518 > t table value of 1.96, it shows that Social network (X1) has a significant positive effect on attitudes on knowledge sharing. Therefore, the first hypothesis that social networks have a positive effect on attitudes on knowledge sharing is accepted.

The second hypothesis states that social network positively influences subjective norms in knowledge sharing is positive with the value of t statistics of 2.4207 > t table value of 1.96, it indicates that social networks have a significant positive effect on subjective norms in knowledge sharing Therefore, the second hypothesis that social networks have a positive influence on subjective norms in knowledge sharing is accepted.

CONCLUSIONS

This study examines the influence of social networks, shared goals, and self-worth in influencing subjective attitudes and norms in knowledge sharing, as well as the influence of subjective attitudes and norms in knowledge sharing on intentions of knowledge sharing, and the influence of intent on sharing knowledge on knowledge sharing behavior. The results show some conclusions as follows:

1. Social networks have a significant positive influence on attitudes on knowledge sharing, which shows that through increasing social network employees will feel a positive

feeling about sharing knowledge, so with the increasingly extensive social network built among employees, the attitude of employees to share knowledge is better.

2. Social networks have a positive effect on subjective norms in knowledge sharing, where employees with more extensive social networks will experience greater social pressures for sharing knowledge, because of high expectations from co-workers on knowledge sharing is also stronger.

The suggestion raised is the need for the company's efforts to increase employee's motivation and positive beliefs on knowledge sharing behavior, by increasing the frequency of activities that lead to the exchange of knowledge among employees, as well as enhancing superior support to optimize the knowledge sharing culture within the company so as to realize more effective and efficient work processes.

REFERENCES

- Adler, P.S. and Kwon, S.W. (2002). Social Capital: Prospect for A New Concept. *Academy of Management Review*, 27: 17-40.
- Ajzen, I. (1991). The Theory of Planned Behavior. *Organizational Behavior and Human Decision Processes*, 50: 179-211.
- Ajzen, I. (2001). Nature and Operation of Attitudes. *Annual Review Psychology*, 52: 27-58.
- Ardichvili, A., Page, V., and Wentling, T. (2003). Motivation and Barriers to Participation in Virtual Knowledge-Sharing Communities of Practice. *Journal of Knowledge Management*, 7(1): 64-77.
- Bock, G.W. and Kim, Y.G. (2002). Breaking Myths of Rewards: An Exploratory Study of Attitudes About Knowledge Sharing. *Information Resources Management Journal*, 15(2): 14-21.
- Bock, G.W., Zmud, R.W., Kim, Y.G., and Lee, J.N. (2005). Behavioral Intention Formation in Knowledge Sharing: Examining The Roles of Extrinsic Motivators, Social-Psychological Forces, and Organizational Climate. *MIS Quarterly*, Vol. 29(1): 87-111.
- Chang, C.W., Chan, M.L., and Tseng, C.P. (2012). Human Factors of Knowledge Sharing Intention Among Taiwanese Enterprises: A Model of Hypotheses. *Human Factors and Ergonomics in Manufacturing & Service Industries*, 22(4): 362-371.
- Conner, M. and Armitage, C.J. (1998). Extending The Theory of Planned Behavior: A Review and Avenues for Further Research. *Journal of Applied Psychology*, 28: 1429-1464.
- Davenport, T.H. and Prusak, L. (1998). *Working Knowledge: How Organizations Manage What They Know*. Boston: Harvard Business School Press.
- Granovetter, M.S. (1992). Problems of Explanation in Economic Sociology. In N. Nohria & R. Eccles (Eds.). *Networks and Organizations: Structure, Form and Action*: 25-26. Boston: Harvard Business School Press.
- Gray, P.H. (2001). The Impact of Knowledge Repositories On Power and Control in The Workplace. *Information Technology & People*, 14(4): 368-384.
- Hogel, M., Parboteeah, K.P., and Munson, C.L. (2003). Team-Level Antecedents of Individuals' Knowledge Networks. *Decision Sciences*, 34(4):741-770.
- Inkpen, A.C. and Tsang, E.W.K. (2005). Social Capital, Networks, and Knowledge Transfer. *The Academy of Management Review*, Vol. 30(1): 146-165.
- Turban, E., McLean, E. and Wetherbe, J. (2002). *Information Technology for Management: Transforming Business in The Digital Economic*. John Wiley & Sons.
- Van Den Hoof, B. and De Ridder, J.A. (2004). Knowledge Sharing in Context: The Influence of Organizational Commitment, Communication Climate Use on Knowledge Sharing. *Journal of Knowledge Management*, 8(6):117-130.
- Wasko, M. M., and Faraj, S. (2005). Why Should I Share? Examining Social Capital and Knowledge Contribution in Electronic Networks of Practice. *MIS Quarterly*, 29(1): 35-57.