

Role of Organizational Social Media Integration in Improving the Banks Social Capital

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Abstract - The challenge that organizations now face is acquiring knowledge that enhances competitive excellence, the power of creativity and innovation, and organizational learning, and adds to the richness of organizational knowledge. Corporate knowledge management is the key to success and leadership in today's knowledge-based world. Social capital and social media use are among the essential organizational capabilities that can help organizations create and share knowledge, improve their performance, and create a lasting corporate advantage. Hence this research tests the role of social media integration on the three dimensions of social capital and organizational emphasis on knowledge management. This study was conducted on a sample of 280 employees of Tejarat Bank in Tehran province in Iran. The results showed that integrated social media positively affects the social capital dimensions. This research identifies many opportunities for researchers to understand better the phenomenon of social media integration in improving the social capital in the bank industry.

Keywords: Social Capital, Social Media Integration, Knowledge Management, Bank Industry.

INTRODUCTION

Information age service organizations operate in a highly competitive and dynamic environment. The continuity and competitive advantage of organizations in such conditions have knowledgeable, creative, and innovative employees (Litvaj et al., 2022). The existing knowledge in the organization provides a suitable platform for innovations and subsequent competitive advantages. In return, organizational innovations enrich and update the organizational knowledge base (Afshari et al., 2020). This is possible by implementing the principles of knowledge management in the organization. Organizations use social media to connect with their customers, promote employees, coordinate with partners and suppliers, and share knowledge (Bharati et al., 2015). Although organizations are increasingly sharing knowledge using social media, little research has been done on the relationship between social media and increasing organizational knowledge (Edgar & Albright, 2022). In the present study, the authors try to minimize this gap by examining the impact of social media on the quality of organizational knowledge management and, subsequently, company performance. For this purpose, researchers used the framework of the social capital of Tsai and Goshal (1998) as a theoretical basis in this study (Lester, 2013). Experts see knowledge as the ultimate alternative to production, wealth, and monetary capital (Toffler, 1990). Knowledge is the only resource in the organization that, as a result of its use, its value is not reduced, but also its value is increased (Glazer, 1998). This knowledge is embedded in organizational procedures, guidelines, perspectives, actions, and decisions (ghasemian Sahebi, 2015; I. G. Sahebi & Jafarnejad, 2018). A review of previous research shows that knowledge sharing can often lead to lower production costs, faster completion

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of projects related to new product development, increased integration, better group performance, and innovative capabilities in organizations' performance (Arthur & Huntley, 2005).

Suppose Moment's associations are trying to ameliorate their position among challengers and leaders (Sadeghi Moghadam & Ghasemian Sahebi, 2018). In that case, they should pay further attention to social media, social capital, and organizational knowledge operation, which produce the quality of corporate knowledge and ameliorate organizational performance to take the obstacles in this area seriously (Zhang et al., 2020). In the information era, traditional public relations no longer meet the audience's needs of customers (Deepak et al., 2022). Today, modern mass media, especially social networks, cyberspace, mobile phones, and the Internet in communication, is necessary (Hoffman et al., 2005). Today, about 71% of firms use social media such as blogs, LinkedIn, Instagram, Facebook, etc., to enhance their knowledge and expertise (Bharati et al., 2015). Therefore, when firms are increasing customer's and their owners' expectations, knowledge management is essential due to its role in enhancing organizational knowledge quality and earning a competitive advantage (Dumetz et al., 2015). Therefore, this study analyzed the impact of social media on social capital and administrative knowledge management at organizational levels (Safari et al., 2016). The primary purpose of this study is to investigate the role of social media on social capital and organizational knowledge management, to eliminate the main gaps in the literature: how has social media improved the organization's social capital? Because the most critical process in organizational knowledge management is the quality of knowledge.

THE REVIEW OF LITERATURE

Knowledge management

Knowledge management is a new concept that has essential in management science. The organization can achieve a competitive advantage in producing knowledge and improving its performance (Zheng, 2005). Knowledge management is increasingly considered an essential factor in the organization's management (de Magalhães et al., 2022). Knowledge management involves different processes such as making new knowledge, acquiring external resources, and knowledge in documents and datasets (Dischner, 2015).

In utmost delineations of knowledge management, using knowledge is most mentioned, and lower knowledge is created as the main element. In discrepancy, knowledge operation can play an influential part in society when producing and creating knowledge (Dischner, 2015). There are different definitions of knowledge management in the literature. Still, one of the detailed ones is the definition of Turban, according to which knowledge management is the make and storage of knowledge and its distribution in such a way that it can be used in the firm (Zheng et al., 2010).

The American Product and Quality Center also define knowledge operation as a set of arising strategies and approaches for creating, maintaining, and using knowledge means (including individualities and information) that allow knowledge to inflow from identities at the right time so that they can use these means to produce additional value for the institution and the association (Ha & Nguyen, 2020). There are many approaches for knowledge management processes, but researchers have agreed on three-phase: knowledge creation, knowledge sharing, and knowledge implementation (Di Vaio et al., 2021). Knowledge creation is defined as the making and creation of knowledge sources across the boundaries of a organization activities (Swanson et al., 2020). Knowledge sharing refers to how an organization's knowledge sources are exchanged across movement areas (Akram et al., 2018; Hasan & Rizvi, 2022). Knowledge application also refers to how knowledge sources are exploited across functional realm (Zhao et al., 2022). This capability is based on problem-solving and decision-making and permits the organization to respond efficiently to environmental impacts (Gardeazabal et al., 2021). There are different approaches to knowledge management (Swanson et al., 2020). From a more comprehensive view, we can classify other models of knowledge management as follows; static approach, behavioral approach, and systematic approach (Bhatti et al., 2018; Ha & Nguyen, 2020). The present research emphasizes the systematic process that focuses on firm and includes knowledge management quality (Yu et al., 2011).

Social Capital

If we want to analyze the background of the concepts that are now known as social capital, we find that this idea was first used in an educational context. Social capital, in its current forms, has been used since the 1920s and has gradually expanded. Social capital includes the organization, connection, attitudes, values , and rules governing behavior and interactions between peoples (Lester, 2013; Raza et al., 2018). It's those networks and morals that enable people to unite. Social capital is created and developed due to social relations through social relations and relations between social system members (for illustration, an association). In short, social capital is the sum of all connections, interactions, values, and morals that grease collaborative action and make it possible to achieve individual and collective pretensions in an atmosphere of cooperation and satisfaction. Porter (1998) defines social capital as actors' capability to acquire and retain coffers (including organizational knowledge) through class in social networks. According to Nahapit and Gushal (1998), social capital is one of the essential organizational capabilities and can help associations produce and partake knowledge

and produce a "sustainable corporate advantage" compared to other organizations. According to them, different aspects of social capital are placed in three classes (Miković et al., 2020).

Social Media

Despite the wide range of social media definitions, the focus of most of them has been on the two elements of "sharing" and "interaction". Some illustrations highlight the production and dissemination of content and consider social media a tool by which users produce video, audio, text, or multimedia and publish and share it on social media (Michael, 2014). This description defines social media cases and includes spots grounded on stoner participation and stoner-generated content. In another definition, social media refers to any social media, any point, or web service that has the point of being "social" or uses the web. Blogs, social networks, social news spots (druggies opening and interacting with news and events), wikis, and exemplifications belong to this group (Swanson et al., 2020). Still, in recent times, the appearance of new media and the increase in the number of communication channels available to people in society has led to the end of the single media period, and the moment the followership generally interacts with several media and is the sole consumer of They aren't media. Still, they produce a combination of their asked media (Swanson et al., 2020).

HYPOTHESIS DEVELOPMENT

Multiple papers present the positive effect of social media on social capital. Like electronic communications, social media can create new online communications - positively affecting the structural dimension of social capital (Abrar-UI-Haq et al., 2015; Baehr & Alex-Brown, 2010; Burke et al., 2011; McElroy et al., 2006). As associations decreasingly use social media to connect with guests, suppliers, challenges, and other assiduity mates, they can facilitate internal communication and commerce, which crimps structural capital. A study of once exploration reveals that electronic dispatches can foster trust and, in fact, strengthen the communication dimension of social capital. Indeed, in a textbook-grounded and asynchronous communication that seems weak, the principle of honesty-grounded capability and trust can be formed, and the emotional support between members and the sense of belonging can be significantly strengthened. Social media facilitates knowledge sharing by supporting the development of the cognitive dimension of social capital; And the significance of social media becomes further apparent when the association's workers are geographically distant (Burke et al., 2011; Waqas et al., 2017). In general, it can be said that social media creates an opportunity for employees to increase their trust, cooperation, and interaction by creating a bridge between time and space (Bharati et al., 2015). Given the above, the following hypotheses can be assumed:

- H1. The structural dimension of organizational social capital increases by increasing the organizational social media integration levels.*
- H2. The relationship dimensions of organizational social capital increase by increasing the organizational social media integration levels.*
- H3. By increasing organizational social media integration levels, the cognitive dimension of organizational social capital increases.*

Sharing knowledge through social media requires a complicated process, and several studies have highlighted the importance of social media within organizations. According to previous research, social media use leads to the timely integration of knowledge and creating different types of knowledge (Ko & Dennis, 2011). Moment, knowledge management is inextricably linked to technological rudiments, as information and communication technologies are decreasingly used to ameliorate hand connections and make it easier for workers to pierce documents in associations, as colorful studies have refocused out. Some social media technologies have been created to promote sharing in associations (online blogging) and knowledge creation (similar to wikis). Some have been developed to connect people (similar to Facebook and LinkedIn), aiming to make knowledge more comfortable to access, bridging the gap between knowledge campaigners and knowledge holders in associations. Numerous studies show that social media facilitates communication, collaboration, and invention. Therefore, social media can affect hand relations with organizational documents, affecting administrative knowledge management (Leana & Pil, 2006).

- H4. By increasing the organizational social media integration levels, the organizations' emphasis on knowledge management increases.*

According to former studies, social capital can increase the association's capability to manage knowledge because it creates the capacity to diversify tasks. The actuality of social capital can in- crinkle knowledge, medication, and compendium of knowledge and its transfer. Organizations help combine and change coffer encourage collaborative actions, and further effective collaborative conditioning. These measures are the basis for applying knowledge operation in associations. In their exploration, Helena et al. Examined the goods of social capital on critical guests' connections with knowledge accession and knowledge use. They concluded that social commerce and the confines of the link between

social capital networks and knowledge accession, which are knowledge operation processes, are extensively related (Lopes Ferreira & Pilatti, 2013; Shah et al., 2015). Social capital increases knowledge acquisition, acquisition, and creation in the organization by increasing access to external sources of knowledge, knowledge exchange, and absorption and increasing knowledge transfer efficiency.

Numerous studies show that the three dimensions of social capital are interrelated (Lester, 2013). Communication capital is rooted in cognitive capitalism. Tsai and Gushal (1998) also showed that structural capital had a positive and significant effect on communication capital and a negligible impact on cognitive capital in a large multinational electronics company (Lester, 2013). Also, Byungjin & Byunghak (2013), in their research, concluded that structural capital has a positive and significant effect on communication and cognitive capital and also that communication capital has a positive and significant impact on cognitive capital. Therefore, the following hypotheses can be considered according to the issues mentioned above.

H5. The cognitive dimensions increase the organizations' social capital's structural levels increases.

H6. There is a positive relationship between structural dimensions and social capital relations.

H7. Organizational structural capital levels positively correlate with organizations' emphasis on knowledge management.

H8. There is a positive relationship between the cognitive dimensions and organizations' social capital relationships.

H9. Organizational levels of organizations have a positive relationship with organizations' emphasis on knowledge management.

H10. Relationship capital levels of organizations have a positive and significant relationship with organizations' emphasis on knowledge management.

According to the above, the conceptual model is presented as follows and Figure 1 shows the research hypotheses.

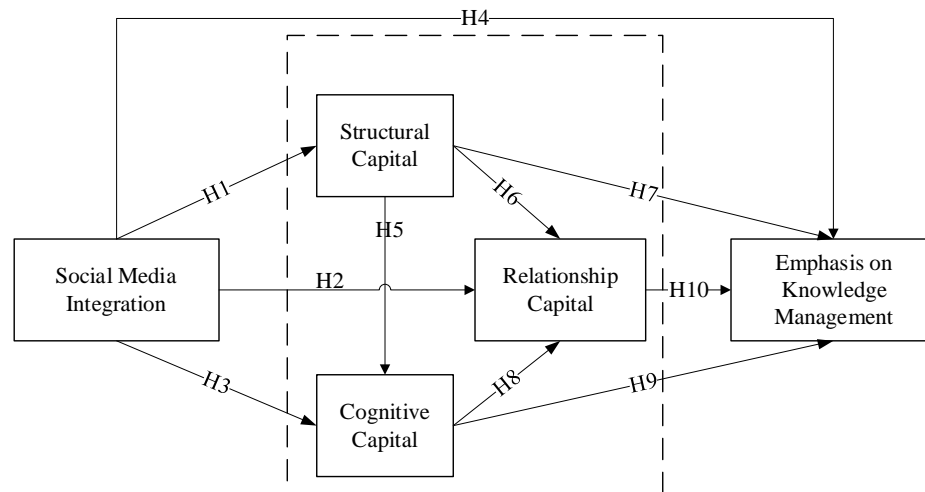


Figure 1. Conceptual framework

METHODOLOGY

The present study is descriptive-survey research. The statistical population of this study is the supervisory staff of Bank Tejarat of Tehran province in Iran. For sampling, a simple random sampling method was used. Since the statistical population is limited and 750 people, according to Cochran's formula for a finite population, the number of samples was 254 people. For this purpose, 280 questionnaires were distributed and collected, and used. Baharati and Zhang (2015) questionnaire was used with six items: structural capital, two items for relational capital, and two items for cognitive capital to measure social capital. Finally, Fickman's (2001) questionnaire with two items was used to measure the variable of organizational social media integration (Ghasemian Sahebi et al., 2020; I. Sahebi et al., 2019; I. G. Sahebi et al., 2021; Toufighi et al., 2020).

RESULTS

In the first part of the questionnaire, the demographic information of the respondents, including gender, level of education, and work experience, was examined. In the second part, the research variables were evaluated, and all variables were compared with a range of five Likert options. Composite reliability (CR), Cronbach's alpha, and average-variance extracted (AVE) were done to assess the questionnaire's reliability, and divergent validity was used to determine the truth. The results can be seen in Table 1.

Table 1. Results of reliability analysis

Variable	Number of questions	Cronbach's alpha	CR	AVE
Integration	2	0.714	0.801	0.671
Structural capital	2	0.731	0.847	0.648
Cognitive capital	2	0.739	0.859	0.692
Relationship capital	2	0.749	0.836	0.709
KM	3	0.758	0.847	0.624
Total	11	0.849	-	-

Table 1 shows the coefficients of the internal compatibility indices. All composite reliability coefficients and Cronbach's alpha are more significant than the critical limit of 0.7. All the mean variances of the extracted are more critical than 0.5, so it can be said that the measurement models are within acceptable limits (Abrar ul Haq et al., 2021; ghasemian Sahebi, 2015). The next step is to examine the measurement models in terms of validity and assess the measurement models' ability to measure the phenomenon. A powerful way to do this is to evaluate the construct validity by evaluating the measurement models' divergent and convergent validity. Convergent validity analysis is the point of criteria defined to measure a structure. Convergent validity means that the set of references explains the central system. If the requirements show the same results, then there is convergent validity.

Table 2. Combined and reciprocal factor loading

	Integration	Structural capital	Cognitive capital	Relationship capital	KM	Variable type	P-value
OSMA1	0.812	-0.017	0.121	0.147	-0.415	Formative	<0.001
OSMA2	0.846	-0.139	0.295	0.196	-0.415	Formative	<0.001
STR1	0.162	0.808	-0.196	-0.149	-0.418	Reflective	<0.001
STR2	0.136	0.831	-0.207	0.417	-0.141	Reflective	<0.001
COG1	0.171	0.019	0.647	-0.128	-0.418	Reflective	<0.001
COG2	0.193	0.047	0.495	-0.419	-0.325	Reflective	<0.001
RE1	0.047	0.041	0.212	0.541	0.547	Reflective	<0.001
RE2	0.039	0.019	0.149	0.641	0.362	Reflective	<0.001
OEKM1	0.158	-0.149	0.328	0.296	0.419	Reflective	<0.001
OEKM2	-0.067	-0.114	0.074	-0.142	0.749	Reflective	<0.001
OEKM3	-0.044	0.419	0.349	-0.369	0.659	Reflective	<0.001

Table 2 shows that the factor loads of each structure's criteria are more than the external structure, indicating the convergent validity between each structure's criteria. Divergent validity has also been used to investigate the effect of the alignment of variables. Divergent validity, or diagnostic validity, complements convergent validity, which indicates the degree of differentiation of markers of a particular structure from other structures in the same model. In PLS modeling, one criterion for the appropriateness of diagnostic validity is that the network should have the most common variance with its markers relative to its sharing with other structures in a given model. To evaluate the diagnostic validity, Fornell and Larcker (1981) suggest using the mean-variance of the extracted AVE, i.e., the mean of the shared variance between the structure and its markers. They recommend values of 0.5 and above for AVE, which means that the structure explains about 50% or more of its markers' variance. The mean-variance extracted must be greater than the shared variance of that structure and the other structures in the model, i.e., the correlation between the two systems. In the correlation matrix, the correlation between the different designs in the non-diagonal elements of the right matrix and the mean-variance's square root extracted for each structure along the diagonal line is shown. For diagnostic validity to be appropriate, diagonal elements must be significantly larger than non-diagonal elements in columns and rows. As can be seen in Table 3, the value of the AVE root of the latent variables in the present study, which are located in the cells located in the primary diameter of the matrix, is greater than the value of the correlation between those arranged in the lower and right cells of the primary diameter. Therefore, it can be stated that in the present study, structures (latent

variables) in the model have more interaction with their indicators than with other systems; therefore, the divergent validity of the model is appropriate.

Table 3. Divergent validity results

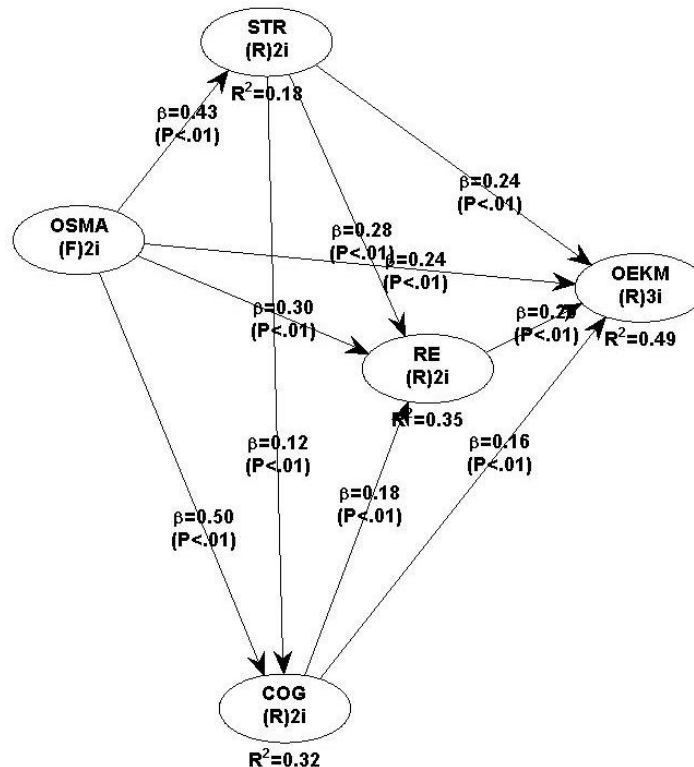
	OSMA	STR	COG	RE	OEKM
OSMA	0.795				
STR	0.624	0.814			
COG	0.441	0.415	0.654		
RE	0.475	0.562	0.145	0.749	
OEKM	0.562	0.415	0.418	0.654	0.718

Due to the present research questionnaire's reliability and validity will examine the research hypotheses through a structural model in the next section. To hypothesis testing, the path analysis technique has been used. Figure 2 shows the structural equation model of the research hypotheses, and Table 4 summarizes the results of the research hypotheses.

Table 4. Results of research hypotheses testing

	Hypothesis	Path Coefficient (β)	P-value	Result
1	Structural capital \rightarrow Integration	0.431	< 0.01	Not Rejected
2	Relationship capital \rightarrow Integration	0.306	< 0.01	Not Rejected
3	Cognitive capital \rightarrow Integration	0.507	< 0.01	Not Rejected
4	KM \rightarrow Integration	0.246	< 0.01	Not Rejected
5	Cognitive capital \rightarrow Structural capital	0.128	< 0.01	Not Rejected
6	Relationship capital \rightarrow Structural capital	0.284	< 0.01	Not Rejected
7	KM \rightarrow Structural capital	0.249	< 0.01	Not Rejected
8	Relationship capital \rightarrow Cognitive capital	0.187	< 0.01	Not Rejected
9	KM \rightarrow Cognitive capital	0.161	< 0.01	Not Rejected
10	KM \rightarrow Relationship capital	0.296	< 0.01	Not Rejected

As shown in Table 4, all hypotheses are confirmed due to $P < 0.01$. Figure 2 shows the results of the research hypotheses testing:

**Figure 2. Results of model testing**

DISCUSSION

It is possible to study PLS hypotheses' structural patterns by examining the path coefficients and R^2 variable. Path coefficients are used to determine each of the predictor variables' contribution in explaining the variance of the criterion variable, and the values of R^2 indicate the variance of the criterion variable explained by the predictor variables. Chen (1998) introduced three values of 0.18, 0.34, and 0.67 as the index's values for weak, medium, and strong values of R^2 . Also, the overall fit index of the PLS pattern is the GOF index, and it can be used to check the validity or quality of the PLS pattern in general. This index is between zero and one, and values close to one indicate the appropriate quality model. Wetzels et al. (2009) introduced three values of 0.01, 0.25, and 0.36 as weak, medium, and strong values for GOF. Table 5 presents the model fit criteria.

Table 5. Model fitness index

Fit Criterion	Acceptable Value	Result	P-Value
Average path coefficient (APC)	Good if $P < 0.05$	0.415	< 0.01
Average R-squared (ARS)	Good if $P < 0.05$	0.184	< 0.01
Average adjusted R-squared (AARS)	Good if $P < 0.05$	0.284	< 0.01
Good Fit Index (GoF)	small ≥ 0.1 , medium ≥ 0.25 , large ≥ 0.36	0.591	-
Average block VIF (AVIF)	acceptable if ≤ 5 , ideally ≤ 3.3	3.069	-

As Table 5 shows, the fitness index has a good value. The essential fit index in working with PLS software, i.e., the good of fitness index (GOF), has a suitable value (0.480), indicating a good fit for the conceptual research model. Other criteria are also in good condition. For example, the average path coefficient index (APC) and the average determination coefficient index (ADC) have a value less than 0.001, which indicates a good fit of the model.

Also, the participated relations between the association's representatives are influential, and the last two aspects are shaped in the shadow of the primary element of social capital. Hierarchical social media blend has a positive and critical impact on the underpinning, internal, and relation- boat aspects of social capital; this affirms the discoveries of Baharati et al. (2015). Data age associations, particularly banks, are precipitously exercising social media to affiliate with providers, con-tenders, cohorts, and particularly their guests in the business, which further develops correspondence. Inward association and dispatches, which primary proliferation capital, help. By and large, one might say that social media sets out freedom for workers to expand their trust, participation, and cooperation by making an extension among reality. In this manner, it's proposed that Bank Tejarat give such a stage to expanding social associations and introducing its guests and representatives' perspectives and suppositions by exercising social associations on the Internet, forex-ample, making web clubs and creating and giving different Internet administrations as an analogous climate and information creation. The issues showed that social media objectification emphatically influence the association's emphasis on directors' information. This out-come steady with the effects of Baharati et al. (2015). It's recommended that Bank Tejarat fortify social administration in its association by exercising social media to speak with its workers and guests, allowing about the salutary outgrowth of social media combination on the association's emphasis on information the board.

Social media can fill in as a fantastic asset for information the board, mainly if there's a system for getting and offering web-grounded dispatches, streamers, and affirmations. Similar associations are incontrovertibly more precious to banks than business information the director's programming packets. Latterly, social media collaboration permits workers to characterize rules and companion- lines themselves, affiliate with their cherished channels, and fortify the superintendent's cycle's hierarchical information. The issues showed that the three factors of social capital appreciatively and critically impact the association's emphasis on information the directors, predictable with Ferreira and Pilati's (2013) results. Social capital expands knowledge carrying, procurement, and creation in the association by adding an entrance to external wellsprings of information, information trade, and retention and adding the effectiveness of information move. Accordingly, it's proposed that Bank Tejarat extend the association's information processes with further emphasis on social capital and fortify its different aspects.

CONCLUSIONS

Moment, notwithstanding human, financial, and fiscal capital, one further capital in associations and social orders has been proposed as social capital. This is another social wisdom idea forcefully connected with mortal coffers as the essential wellspring of associations. Using other hierarchical coffers is also conceivable in light of this capital, demonstrating the association's significance. Preliminarily, social capital wasn't an essential capability for associations. In any case, presently, quick ecological changes in data invention, developing conditions for data and preparing, abecedarian conditions for advancement and imagination, the significance of information the directors and nature of authoritative information, changing the plan of position and adaptable associations, correspondence among associations,

and enhancement overall Organizational prosecution necessitates that hierarchical settlers make social capital as a specific hierarchical skill. Allowing about those mentioned over and the significance of social capital and information the board in the fiscal business, in this review, the factors of hierarchical social media joining, three rudiments of social capital was paid. The internal aspect, which communicates the connections in the association's association, the state of the association order and the consistency of the construction, and the power of correspondence in its design, depends on different aspects.

It's likewise recommended that to deal with their hierarchical information viably; associations ought to endeavor to support social capital and participate in trust among their workers. Nevertheless, underpinning and innovative factors and aspects are vital in the right turn of events and the directors of hierarchical information. Assume associations need to foster communication, gain knowledge, fortify different social capital aspects, and further develop their donation. They should use social media, incorporate various capacities, and work on compelling correspondence and association between individualities. Furnish the association with the abecedarian frame, including cycles, fabrics, and advancements to land, keep up with, and apply hierarchical information.

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