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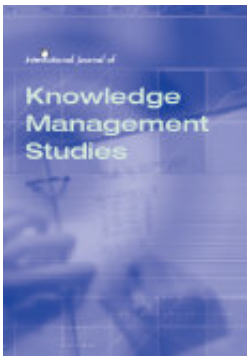

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The use of social media for knowledge sharing in businesses: mediating effect of market orientation and user-generated content

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The use of social media for knowledge sharing in businesses: mediating effect of market orientation and user-generated content

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Abstract: The key objective of this research is to identify the behaviour of market orientation and user generated content for the relationship between features of social media and knowledge sharing. Data was collected using questionnaire five-point Likert scale. The Stata 14 package was utilised for the purpose of data analysis to determine the mediating effect of market orientation and user generated content variables. The medsem package was utilised to determine the indirect effect of mediating variables. The results of the study emphasise that market orientation does not have a significant mediating effect for the correlation between features of social media and knowledge sharing. User-generated content has a strong mediating effect for the correlation between features of social media and knowledge sharing. The user-generated content is more influential for the adaptation of efficient communication to reach maximum knowledge sharing. More knowledge sharing is possible when more user-generated content is created for the optimisation of businesses.

Keywords: knowledge sharing; social media; user-generated content; market orientation.

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1 Introduction

Today with the globalisation of the world, the organisations are required to acquire new knowledge with the adaptation of unique strategies to obtain competitive advantage. Knowledge management is an integration of several components namely knowledge creation, knowledge generation, knowledge acquisition and knowledge sharing (Pearlson and Saunders, 2009). However, according to Leal-Rodríguez et al. (2013), knowledge management is a combined functional process of identifying, capturing, evaluating, retrieving, and sharing information assets among employees. The success of knowledge management depends on knowledge sharing efficiency (Wang and Noe, 2010). Organisation specific knowledge base drive the organisations to develop and initiate effective and feasible solutions by achieving strategic fit for the organisations to perform and compete successfully. Reviewing existing knowledge base and updating obsolete knowledge has the potential to culminate the performance of organisations.

The demand for adapting social media to improve the optimum operational capacity in business organisations is proliferating at a rapid speed (Kane et al., 2014). Today many businesses have partnered with other business ventures in an interrelated approach to achieve competitive advantage for both companies due to the agile behaviour among

organisations where the importance of knowledge sharing is culminating in that situation. In business organisations, knowledge sharing techniques and strategies to adapt social media are diverse based on the nature of business. Many researchers have studied their correlation between personal boundaries (Xiao et al., 2017; Perez and Zarraga, 2005; Heisig et al., 2016), organisational and business level (Le and Lei, 2018; Singhal and Rastogi, 2018; Zhao et al., 2018) and technical boundaries (Leonardi, 2014, 2015; Engelbrecht et al., 2019).

The research study posits the behaviour of features of social media to exhort knowledge sharing in the business community and how differentiate from knowledge sharing in general. This is because the knowledge sharing in business organisations is driven based on the organisational objectives. This research study is also aimed at identifying which feature of social media is at best utilisation to improve knowledge sharing that can influence on business operations. The application of knowledge sharing based on social media is exhorted with the adaptation of communication visibility and transparent work patterns (Gibbs et al., 2013). The utilisation of social media creates opportunities to interact (He et al., 2022) with foreign buyers creating many opportunities for business expansion. The existence of social media does not only produce positive things but can also produce negative things. All parties can share (Neto, 2022) positive or negative knowledge of a product or company that might be affect others.

For the optimum operation of e-commerce three types of transactional flows are required which includes the transfer of information and documents between supplier of product and buyer via a secured electronic platform. The information will be transferred until both parties reach the stage of order placement. The second stage involves transfer of money through financial intermediaries with the adaptation of digital payment mechanism. The final stage is the product mobility from supplier to the buyer (E-Commerce Secretariat, 2020). Therefore, this research study will provide insights on the involvement of social media for the proper operation of the e-commerce process elaborated above with the focus on customer requirements identification which is the critical success dependent factor.

This study provides guidance on how to balance the usage of social media features supported by generation of useful content about customer preferences and identify the impact of customer content for business success by better understanding them and identifying their trends in purchasing. Various studies have been done to understand the knowledge sharing through social media (such as Wen et al., 2023; Shafiq and Parveen, 2023; Masood et al., 2023). Wen et al. (2023) found that social media moderate the relationship between ‘retail investors’ online searching’ and ‘green information dissemination of firms’ and make better ‘green knowledge sharing’. Shafiq and Parveen (2023) student ‘academic performance’ will be improved when they used ‘social media’s knowledge-sharing capabilities’. Whilst Masood et al. (2023) showed that ‘enterprise social media’ contribute to ‘affect-based trust and cognition-based trust’, that is further enhance ‘knowledge sharing’. Kazmi (2021) has elaborated on top 10 features of social media and the communication features was incorporated into this present study from the research study conducted by Zhao and Zhang (2020). These three features are considered because these three features play a significant role in driving knowledge sharing for online businesses. This study evaluates which key feature of social media is useful for the business operations in a dynamic environment.

The key problem addressed through this research study: E-commerce businesses in the Sri Lankan context are limited to a specific scope. Rather than taking the customer expectations and demands into product development, many businesses are trying to bring their products to customers. This creates a disadvantage for the businesses to retain the customers in long run.

With the assumption that majority of social media users represent young generation, this study will guide businesses to optimise their digital-oriented strategies. This research paper is structured to posit on literature review pertaining to the research area in Section 2 and research design and methodology is delineated in Section 3 while results and discussion is elaborated in Section 4 in this study.

2 Literature review

With the development of knowledge economy concept, knowledge is considered as the key valuable strength of the organisation (Natalicchio et al., 2017). Knowledge sharing has the capacity to develop and obtain competitive advantage with the acquisition of tacit and explicit knowledge, not only to improve team performance and proliferate product innovation (Dayan et al., 2017) but also improve customer retention (Awwad and Al-Nasraween, 2023). Knowledge sharing should subsume desire, transfer, and penetration of knowledge (Tsai and Hsu, 2014).

Variety of factors that can influence knowledge sharing has been explored by many researchers which include leadership characteristics (Xiao et al., 2017), teamwork and employee participation (Karim and Madjid, 2022), trust (Gatiti, 2022; Le and Lei, 2018) and personality traits (Heisig et al., 2016) at individual perspective. Whilst from organisational perspective the factors that influence knowledge sharing subsume career commitment (Singhal and Rastogi, 2018), attention and focus (Perez and Zarraga, 2005), and organisational compatibility (Zhao et al., 2018). With proliferation of technology, the focus shifted to knowledge sharing in external environment with the adaptation of technology (Gatiti, 2022; Leonardi, 2014, 2015).

It has been identified that people are more open and share expertise with the use of social media platform (DiMicco et al., 2008). Social communication in a system can be enhanced through ‘social media-based knowledge management systems’ since it enables individual to socialise with many other social media users (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).

According Kopp (2021) “market orientation is an approach to business that prioritises identifying the needs and desires of consumers and creating products and services that satisfy them.” The integration of Internet based technologies and e-commerce has a significant potential to influence market orientation with the striking role on marketing activities. According to Wahyuni et al. (2019), “market orientation influences innovation through mediating knowledge competencies. Because market orientation can improve knowledge competencies, it is advisable for SME managers to develop and implement appropriate marketing strategies.” The business organisations are required to develop persistent expertise in the adaptation of social media in accordance with their business objectives as the tools and techniques for approaching customers have changed with the dynamic environment (Mangold and Faulds, 2009). There is a significant positive impact

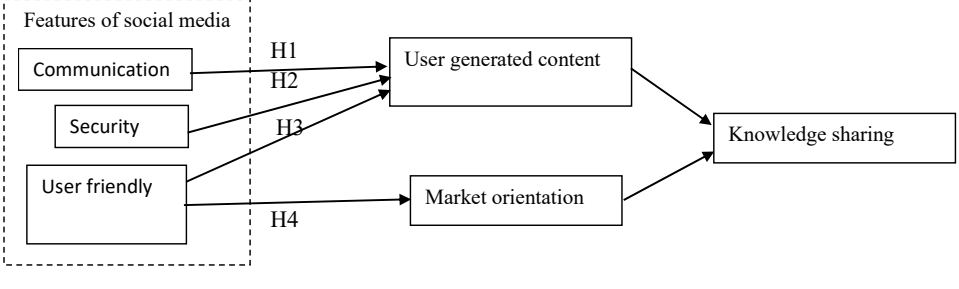
of market orientation for the global market strategy adapted by businesses as well as there is a significant impact of social media marketing for the global marketing strategy (Abdolvand et al., 2016). However, this research study emphasises on the articulation of knowledge sharing capacity with the integration of market orientation and social media applications.

It can be posited that misinformation is a component of security measure of social media. The lack of concern for security in terms of social media marketing can cause lead to dissemination of misinformation. Online users are vulnerable for exploitation of information due to lack of awareness on the risks associated with posting personal information on social networking websites (Kandikanti, 2017). The adaptability level of security features in social media depends on the combination of server-side information protection tools and additional external security tools that are applicable on regular basis initiated by users (Shevchuk and Pastukh, 2019). This study in contrast aims at determining how security feature controls user-generated content for promoting knowledge sharing.

2.1 Conceptual framework

Conceptual framework for this research is depicted in Figure 1. The independent variable includes features of social media which includes user-friendly, Security and communication features while the dependent variable is knowledge sharing. Market orientation and user generated content are the mediating variables where they delineate on the process through which two variables are related. When mediation variables are included in the model, statistical correlation between independent variables and dependent variable is higher than when those variables are not considered for the development of model. User-friendly feature is measured through the demand for the user-friendly feature in social media, influence on better communication and collaboration, support for the process of communicating and collaborating and effectiveness in teamwork. Those similar dimensions have been adapted to measure security and communication.

Figure 1 Conceptual framework



Market orientation is measured through the ability to monitor changes in the field of laws, social, economic and technological changes as well as the ability to identify opportunities and threats and participation in charity and sponsoring events and ability to analyse factors determining purchasing behaviour of customers and the ability to monitor variations in demand of distributors as well as the ability to monitor the developments of competitors and the marketing strategies adapted by them. User generated content is

determined by the frequency of receiving suggestions, reviews and recommendations from customers and the way of evaluating the rate at which people unsubscribe or opt out from email communications and the possibility of obtaining legal permission from customers to the content they have created regarding the business brand. Knowledge sharing is measured by sharing of work reports and documents with team members, sharing of templates and designs with team members, sharing of success and failure stories of life with team members, sharing of relevant knowledge gained from other media, sharing of experience and techniques with other team members, intensity of providing knowledge and sharing of expertise in courses or training with other team members.

Market orientation and user-generated content can play a mediating role in the relationship between social media and knowledge sharing. Businesses that have a strong market orientation and that encourage user-generated content are more likely to be successful in using social media for knowledge sharing.

The use of social media for knowledge sharing has the potential to significantly improve collaboration, innovation, and customer engagement. However, businesses need to be aware of the challenges involved, such as security, privacy, and the risk of misinformation. According to Jiao et al. (2022), "knowledge platform affordances have a direct and positive influence on knowledge collaboration performance as well as an indirect influence through user engagement."

The hypotheses to be tested from this study can be elaborated as below,

H1 User generated content has a mediating effect for the association between communication in social media and knowledge sharing.

More communication in social media creates more content which supports in approaching new ways of operating in agile business environments. This is delineated by Nisar et al. (2019) where it has been elaborated that social communication is facilitated and expanded through social media-based knowledge management systems as it allows individual users to collaborate with many other users. Social network messages are shorter in scope, but rich in embedded semantics (Fersini, 2017). According to Fersini (2017), several methods are recommended to reduce the semantic gap between the limited words generated by the users and the more complex meaning pertaining to that short message.

H2 User generated content has a mediating effect for the association between security feature in social media and knowledge sharing.

With the existence of high security impediments in the social media platform, the interaction between the business and customers as well as other external parties reduces which ultimately reduces the user generated content. This delivers obscured understanding regarding global business operations which deteriorates knowledge sharing. According to Fersini (2017), "an additional aspect that should be explicitly modelled when one is dealing with sentiment analysis in social network relates to badly formed texts, where vocabulary, spelling, and syntax represent a linguistic challenge." This directly attributes to the hypothesis mentioned above.

H3 User generated content has a mediating effect for the association between user-friendly feature and knowledge sharing.

When businesses adapt user-friendly social media interface, more customers get involved through posting reviews, commenting, and sharing which increases knowledge sharing. Through this generated content new knowledge gaps can be identified. For example, many customers share their experience on social media regarding a product/service that they obtained. As elaborated by Fersini (2017), "although most of the technologies have been mostly focused on English, the adaptation to new languages is still an open issue." The online social network users produce content characterised by their own distinctive features (Fersini, 2017). This content can be used to identify the dynamics generated due to the continuous evolution of trending topics and the desire to debate with the content produced by other users (Fersini, 2017). This is directly attributed to the H3 hypothesis developed above.

H4 Market orientation has a mediating effect for the association between user-friendly feature and knowledge sharing.

When the social media interface is user-friendly, this strengthens the opportunities for businesses to understand the business environment more effectively which ultimately results in robust knowledge sharing. Because when the social media is user-friendly, the businesses can effectively obtain an understanding about the market audience due to the active involvement of users. Businesses that practice market orientation, focus on the opinions and requirements of their target market as a crucial part of their research and development (R&D) for new product innovations (Kopp, 2021). Businesses tend to recruit additional data analysts to identify trends and consumer expectations that have not been communicated (Kopp, 2021). According to Kopp (2021), "knowledge of these trends ideally can help product developers meet or even anticipate consumer needs." The businesses should facilitate adaptation of market orientation by all the departments of the companies so that it becomes an integrated component of the corporate culture (Kopp, 2021).

3 Research methods

Quantitative research approach was adopted with the development of theoretical model for hypothesis testing. The research population subsume business owners utilising social media for business operations. There are 510,000 e-commerce websites in Sri Lanka which is the population for this research (ShopRank, 2023). According to Krejcie and Morgan (1970) approach to determining sample size, the sample size for this research study was 382. For this research study random sampling was used. The sample were from various locations in Sri Lanka, but majority of them are operating in Colombo. Samples of 112 businesses were considered through simple random sampling to derive results pertaining to the research study. The response rate was 29.32%.

Data was collected through survey method with the adaptation of a structured questionnaire of 30 questions. The questions were developed based on five-point Likert scale to maintain the consistency of the questionnaire. The questionnaire was developed with the adaptation of survey items from the research conducted by Zhao and Zang (2020). The survey items were reviewed in corroboration with the research experts to determine the compatibility of constructs and content in the perspective of content and face validity and this is determined using Cronbach's alpha. The data was collected

through a Google Form. The discretion for the voluntarily participation in the study was communicated for the business owners. The businesses that have a Facebook page or an Instagram account were considered for this survey, because those two platforms are highly adapted by businesses today.

The descriptive statistics was deployed to identify the composition of the sample. The normality of the distribution was examined in the variables. The survey items were reviewed in corroboration with the research experts to determine the compatibility of constructs and content in the perspective of convergent and discriminant validity and this is determined using average variance extracted (AVE) values and squared correlations (SC) values. The reliability of the research was evaluated using Cronbach's alpha. The Stata 14 package was utilised for the purpose of data analysis to determine the mediating effect of market orientation and user generated content variables for the research model and verify the hypotheses developed in the research study. The medsem package was utilised to determine the indirect effect of mediating variables.

4 Results and discussion

The study was conducted to evaluate the mediating impact of market orientation and user-generated content in articulating social media features to achieve the optimum level of knowledge sharing. The questionnaire has been validated for reliability and validity of measurements and the Cronbach's alpha coefficient was adapted to determine the reliability of the constructs developed in the research. The general rule that can be implied for Cronbach's alpha for reliability is that it must be above 0.7 level to be considered reliable. The results imply that the reliability of the constructs in the questionnaire are relatively high at the Cronchbach's alpha of 0.74 as shown in Table 1.

Table 1 Reliability analysis (Cronbach alpha)

Test scale = mean (standardised items)					
Item	*Sign*	*Item-test correlation*	*Item-rest correlation*	*Average interitem correlation*	*Alpha*
Total_uf	+	0.7453	0.5946	0.2904	0.6717
Total_sec	+	0.6640	0.4823	0.3226	0.7043
Total_commu	+	0.7685	0.6280	0.2812	0.6617
Total_mo	+	0.5390	0.3223	0.3722	0.7477
Total_ugc	+	0.6131	0.4154	0.3428	0.7229
Total_ks	+	0.6347	0.4435	0.3343	0.7151
Test scale	+			0.3239	0.7419

As elaborated in Table 2, for variable communication, the discriminant validity is achieved as AVE values are greater than SC values. But for variables user-friendly feature, security, market orientation, user-generated content and knowledge sharing, the discriminant validity is not achieved as AVE values are lower than SC values. For variables user-friendly feature, security, communication and knowledge sharing the convergent validity is achieved as AVE values are greater than 0.5.

Table 2 Convergent and discriminant validity assessment

Squared correlations (SC) among latent variables							
	Utsat	*Ussat*	*Sinf*	*wqual*	*Wsec*	*hmot*	*vint*
Usfr	1.000						
Sec	0.343	1.000					
Common	0.513	0.481	1.000				
Marot	0.168	0.022	0.096	1.000			
Usgecon	0.140	0.152	0.182	0.000	1.000		
Knsh	0.108	0.041	0.075	0.116	0.641	1.000	
Average variance extracted (AVE) by latent variables							
AVE_usfr	0.624			Problem with discriminant validity			
				No problem with convergent validity			
AVE_sec	0.581			Problem with discriminant validity			
				No problem with convergent validity			
AVE_common	0.681			No problem with discriminant validity			
				No problem with convergent validity			
AVE_marot	0.326			Problem with discriminant validity			
				Problem with convergent validity			
AVE_usgecon	0.281			Problem with discriminant validity			
				Problem with convergent validity			
AVE_knsh	0.535			Problem with discriminant validity			
				No problem with convergent validity			

Notes: When AVE >= SC values there is no problem with discriminant validity; when AVE >= 0.5 there is no problem with convergent validity.

Table 3 Frequency distribution based on social media usage

Business type	*Frequency*	*Percent*	*Cumulative percent*
Apparel	92	82.14	82.14
Food	4	3.57	85.71
Manufacturing	5	4.46	90.18
Manufacturing (other)	2	1.79	91.96
Other	9	8.04	100
Total	112	100	

Table 3 shows the respondent composition based on business type. The frequency distribution of the sample elaborates that social media usage is highest in the apparel industry where 82.14% of businesses in the apparel industry utilise social media for the business purposes. When it comes to manufacturing the two businesses shown separately has given the social media usage in terms of hours per day and other five businesses in the manufacturing sector have provided the information in years. The lowest number of businesses in terms of social media usage is prevalent in the other business industry.

When it comes to other industry businesses, they involve delivery businesses, providing IT services, selling of handmade fancy items such as key tags, etc.

The summary of the variables is illustrated in Table 4 where it can be identified that the highest standard deviation is recorded in knowledge sharing and user-generated content which implies that the output is widely spread and not consistent. For variables security, communication and market orientation the minimum value is 2 while it differs for user-friendly feature and user-generated content. The maximum value for all variables is 5.

Table 4 The summary of independent variables and dependent variables

Variable	*Obs.*	*Mean*	*Std. dev.*	*Min*	*Max*
Total_uf	112	4.1875	0.6914048	3	5
Total_sec	112	3.892857	0.775261	2	5
Total_commu	112	4.0625	0.8195939	2	5
Total_mo	112	3.821429	0.6182551	2	5
Total_ugc	112	3.089286	0.854807	1	5
Total_ks	112	3.589286	0.8858606	1	5

Table 5 Normality of the distribution

Variable	*Obs.*	*W*	*v*	*Z*	*Prob. > z*
Total_uf	112	0.99559	0.400	–2.046	0.97960
Total_sec	112	0.98486	1.374	0.710	0.23899
Total_commu	112	0.95993	3.638	2.882	0.00197
Total_mo	112	0.98490	1.371	0.704	0.24086
Total_ugc	112	0.99230	0.699	–0.800	0.78808
Total_ks	112	0.96782	2.922	2.393	0.00835

Table 6 Mediating effect of user-generated content on the association between communication feature and knowledge sharing

	Coefficients	*Standard err.*	*Z*	*P > |z|*	*95% conf. interval*	
			Structural			
Total_ks<-						
Total_ugc	0.5396767	0.0864803	6.24	0.000	0.3701784	0.709175
Total_commu	0.057134	0.0901959	0.63	0.526	–0.1196466	0.2339147
_cons	1.689963	0.389508	4.34	0.000	0.9265416	2.453385
Total_ugc<-						
Total_commu	0.3134954	0.0939935	3.34	0.001	0.1292716	0.4977192
_cons	1.815711	0.3894739	4.66	0.000	1.052356	2.579065
Var (e. total_ks)	0.5517833	0.0737351			0.4246411	0.7169934
Var (e. total_ugc)	0.6587428	0.0880282			0.5069548	0.8559777

In Table 5, as the p-values for variables user-friendly feature, security, market orientation and user-generated content are greater than the significance level of 0.05, it can be interpreted that those variables are normally distributed as there is no sufficient evidence

to prove that it is not normally distributed. When it comes to variables communication feature and knowledge sharing the p-value is lower than the significance level of 0.05, it can be interpreted that the variables are not normally distributed because there is sufficient evidence to prove that it is not normally distributed where the alternative hypothesis can be accepted.

According to the Table 6, as the coefficients for indirect paths are significant and direct path is not significant, it can be concluded based on the Baron and Kenny (1986) approach to testing mediation that user-generated content completely mediates the association between communication feature and knowledge sharing which allows rejecting the null hypothesis and accepting alternative hypothesis. RIT value interprets that user-generated content mediates the relationship between communication feature of social media and knowledge sharing to the extent of 75% of the total effect which is significant, and the RID ratio obtained above implies that indirect effect is three times stronger than the direct effect which interprets there is complete indirect effect from user-generated content to the association between communication feature and knowledge sharing. As the confidence interval does not include value zero, it can be concluded that the impact of indirect effect is relatively significant.

Masood et al. (2023) used transparent communication instead of user-generated content and trust (affect-based trust and cognition-based trust) instead of security feature. They found 'transparent communication' moderates' enterprise social media relationship with affect-based trust negatively, so-and-so decreasing the knowledge sharing. Contrarily, 'transparent communication' moderates' enterprise social media relationship with cognition-based trust positively, so-and-so enhancing the knowledge sharing.

Table 7 Mediating effect of user-generated content on the association between security feature and knowledge sharing

	Coefficients	*Standard err.*	*Z*	*P > |z|*	*95% conf. interval*	
			Structural			
Total_ks<-						
Total_ugc	0.539601	0.0840743	6.42	0.000	0.3748184	0.7043835
Total_sec	0.0890195	0.0927008	0.96	0.337	–0.0926707	0.2707096
_cons	1.575764	0.4051955	3.89	0.000	0.7815955	2.369933
Total_ugc<-						
Total_sec	0.2259101	0.1019762	2.22	0.027	0.0260405	0.4257797
_cons	2.20985	0.4047053	5.46	0.000	1.416642	3.003058
Var (e. total_ks)	0.549238	0.073395			0.4226822	0.713686
Var (e. total_ugc)	0.693771	0.0927091			0.5339119	0.9014938

According to the Table 7, as the coefficients for indirect paths are significant and direct path is not significant, it can be concluded based on the Baron and Kenny (1986) approach to testing mediation that user-generated content completely mediates the association between security feature and knowledge sharing which allows rejecting the null hypothesis and accepting alternative hypothesis H2. RIT value interprets that user-generated content mediates the relationship between security feature of social media and knowledge sharing to the extent of 58% of the total effect and the RID ratio obtained above implies that indirect effect is 1.4 times stronger than the direct effect which

interprets there is complete indirect effect from user-generated content to the association between security feature and knowledge sharing. As the confidence interval does not include value zero, it can be concluded that the impact of indirect effect is relatively significant.

According to the Table 8, as the coefficients for both indirect paths and direct path are significant, it can be concluded based on the Baron and Kenny (1986) approach to testing mediation that user-generated content partially mediates the association between user-friendly feature and knowledge sharing which allows to reject the null hypothesis and accept alternative hypothesis H3. RIT value interprets that user-generated content mediates the relationship between user-friendly feature of social media and knowledge sharing to the extent of 36% of the total effect and the RID ratio obtained above implies that indirect effect is 0.6 times stronger than the direct effect which interprets there is partial indirect effect from user-generated content to the association between user-friendly feature and knowledge sharing. As the confidence interval does not include value zero, it can be concluded that the impact of indirect effect is relatively significant.

Table 8 Mediating effect of user-generated content on the association between user-friendly feature and knowledge sharing

	Coefficients	*Standard err.*	*Z*	*P > |z|*	*95% conf. interval*	
			Structural			
Total_ks<-						
Total_ugc	0.4764804	0.0832748	5.72	0.000	0.3132648	0.6396961
Total_uf	0.3210522	0.1029554	3.12	0.002	0.1192632	0.5228411
_cons	0.7728955	0.4342268	1.78	0.075	–0.0781734	1.623964
Total_ugc<-						
Total_uf	0.3792697	0.1111898	3.41	0.001	0.1613417	0.5971977
_cons	1.501094	0.4718554	3.18	0.001	0.5762742	2.425913
Var (e. total_ks)	0.5095219	0.0680877			0.3921176	0.6620785
Var (e. total_ugc)	0.6560209	0.0876645			0.5048601	0.8524409

According to the Table 9, as the coefficients for both indirect paths are not significant, it can be concluded based on the Baron and Kenny (1986) approach to test the mediation that is market orientation do not mediate the association between user-friendly feature and knowledge sharing which allows to reject the alternative hypotheses H4 and accept null hypothesis. RIT value of the mediation of market orientation on the relationship between user-friendly feature of social media and knowledge sharing is 6% of the total effect. It means the mediation is not significant. And the RID ratio obtained above implies that indirect effect is only 0.1 times stronger than the direct effect which interprets there is no significant indirect effect from market orientation to the association between user-friendly feature and knowledge sharing. As the confidence interval includes value zero, it can be concluded that the impact of indirect effect is not significant.

The social media platform should allow the businesses and customers to visualise user-generated content in a sorted manner into different categories such as product details, reviews of products, problems related to delivery, etc. which helps to improve the quality of content produced and which allows businesses to deliver a better service delivery with prompt responses. There should be a mechanism to identify the fake

accounts in social media, so that online businesses can focus and concentrate on addressing the problems of genuine and loyal customers more effectively.

Table 9 Mediating effect of market orientation on the association between user-friendly feature and knowledge sharing

	Coefficients	*Standard err.*	*Z*	*P > |z|*	*95% conf. interval*	
			Structural			
Total_ks<-						
Total_mo	0.102848	0.1317062	0.78	0.435	–0.1552915	0.3609875
Total_uf	0.4712395	0.1177719	4.00	0.000	0.2404108	0.7020682
_cons	1.222944	0.5810304	2.10	0.035	0.0841456	2.361743
Total_mo<-						
Total_uf	0.2968198	0.0797034	3.72	0.000	0.1406041	0.4530355
_cons	2.578496	0.3382366	7.62	0.000	1.915564	3.241427
Var (e. total_ks)	0.6548951	0.087514			0.5039938	0.850978
Var (e. total_mo)	0.3370862	0.045045			0.2594146	0.4380136

5 Conclusions

The key objective of the research is to provide insights for online businesses on how to adapt the social media features to optimise the knowledge sharing potential to obtain advantages to improve sales performance of businesses. It can be posited from the research study that market orientation does not moderate the relationship between user-friendly feature and knowledge sharing.

Contrarily, user generated content, security feature, and communication affected knowledge sharing indirectly thorough user generated content. This implies that more knowledge sharing can be influenced with the adaptation of low security impediments which improves user involvement to generate more user generated content. Rather than directly contacting customers with a perspective of knowledge sharing, businesses can analyse the social media content and reviews that they share to identify customer requirements more clearly. Therefore, this research study provides valuable perspectives to utilise social media features in an effective manner to bolster the success rate of knowledge sharing.

As we have adapted a quantitative method, true perceptions of the research participants cannot be obtained as it is limited to a specific scope adapted through a structured questionnaire. The level of understandability is business owners regarding knowledge sharing is a limitation as we cannot guarantee all respondents have equal understandability.

For the future research studies, researchers can adapt other independent variables in combination with market orientation and identify the impact on knowledge sharing capacity. The mixed method can be adapted for future research studies where the researchers will be able to obtain more insights.

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