

The Determination of Mediating Effect of Market Orientation and User-Generated Content in Using Social Media Features for Knowledge Sharing

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Abstract

The goal of this research is to study the mediating role of market orientation and user-generated content in the correlation between user-friendliness, security, and communication features pertaining to social media and knowledge sharing. The purpose of this study is to elucidate the prevailing online businesses in Sri Lanka about how to customize their businesses through knowledge sharing. The study is conducted with a vision to enrich online businesses with the involvement of support from market orientation and user-generated content, which is facilitated through social media platforms. A sample of 112 online businesses operating on the social media platform was selected using random sampling techniques for this research study. A structured Google form was adapted to collect data. The results of the study elaborate that market orientation does not have a significant mediating impact on the relationship between user-friendly features and knowledge sharing, while user-generated content mediates the relationship between all social media features and knowledge sharing. The highest mediating effect of user-generated content is evident for the communication feature. Based on the research outcomes, it is recommended for online businesses to encourage customers to review their businesses to ameliorate the functioning of their businesses through knowledge sharing. It is also recommended to improve business operations within social media boundaries to make them more user-friendly to expedite knowledge sharing. Furthermore, it is also recommended to bolster screening mechanisms for social media business operations to restrict unauthorized access and encourage the protection of sensitive data for the business.

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

Introduction

The globalization approaches to conducting business have increased the need to filter knowledge gathered that is relevant to the business to obtain a competitive advantage. Knowledge management has been viewed from the perspective of an integrated functional process of recognizing, filtering, retrieving, and sharing information databases between employees (Leal-Rodriguez et al., 2013). Knowledge-sharing efficiency is a key dependency factor for successful knowledge management strategies (Wang & Noe, 2010). The organization-oriented knowledge database is a key dynamic component to articulate strategic compatibility to adapt to the agile environment and successfully react to the threats prevailing in that environment. It is vital to properly analyse the existing knowledge base and update it to match the changing needs of customers. There is a continuously growing demand for the adaptation of social media to upgrade the operational performance of business organizations (Kane et al., 2014). The knowledge-sharing initiatives and strategies supported by the efficient utilization of social media vary depending on the nature of the business.

This study identifies the optimum application level of social media to reach an adequate level of knowledge sharing with sufficient adaptation of user-generated content and market orientation. Today, many businesses have developed partnerships with other businesses to proliferate their opportunities and strengths, and this has simultaneously led to an increase in demand for filtered knowledge sharing without any negative impacts. It has been identified that motivation and willingness, expected reciprocity, power relationships, and communication skills have a significant positive impact on knowledge sharing in Sri Lankan software companies (Prabodha & Vasanthapriyan, 2018). Knowledge sharing in businesses is different from individual knowledge sharing due to the involvement of business goals and objectives, to what extent employees can understand the knowledge shared, and to what extent knowledge shared is considered for decision-making.

Communication sensitivity and transparent work styles support the adaptation of social media for knowledge sharing (Gibbs et al., 2013). For maximum involvement of e-commerce, there are three components of transactional flows that are compulsory, which include the transfer of information and legal documents between potential suppliers of products or services and customers through a safer electronic medium, and the information will be exchanged until they reach the stage of order confirmation and final placement. The second stage is built upon financial exchange through financial intermediaries constructed on a digital platform supported by digital payment procedures, and the final stage is product dispatch from the supplier to the customer (Commonwealth, 2020). The statistics illustrate that about 43 per cent of the estimated 11 million internet users have made online purchases, whereas the western province has dominated other provinces as the largest e-commerce market in Sri Lanka in geographical terms, with a market of approximately 50 per cent of total orders (Sunday Observer, 2020). Therefore, this study posits how to further expand the performance of online businesses through knowledge sharing and the adaptation of social media applications.

The first, primary research objective of this research study is to identify the impact of social media features (user-friendliness, security, and communication) on knowledge sharing through market orientation and user-generated content. A set of secondary objectives is delineated to reach this primary objective. The first, secondary objective is to determine the impact of the

user-friendliness feature on the knowledge-sharing variable through market orientation. The second, secondary objective is to evaluate the impact of the user-friendliness feature on knowledge sharing through user-generated content. The third, secondary objective is to determine the impact of the security feature on knowledge sharing through user-generated content. The fourth, secondary objective is to recapitulate the impact of the communication feature on knowledge sharing through user-generated content. The second, primary objective of the research study is to provide recommendations to ameliorate the performance of online businesses based on the findings of the research.

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

Businesses in developed countries have taken measures to accurately identify the demands of customers in all age groups and generations and alter their supply chain requirements to respond immediately to the requirements of new customers. They always share knowledge pertaining to new technologies that can be adapted, and they carefully examine the global trends of business operations in other countries to obtain the optimum advantage of knowledge sharing and reach sound decision-making in organizations.

Literature Review

Knowledge Sharing

The reformation of the simple economy into a knowledge-based economy has highlighted the importance of knowledge, which is a key strength pertaining to each organization (Natalicchio et al., 2017). Knowledge sharing has the capability to ensure competitive advantage in the organization with the creation of a specific tacit and explicit knowledge base while enhancing team performance and exhorting product innovation (Dayan et al., 2017). Knowledge sharing is comprised of the aspiration, exchange, and penetration of new knowledge (Tsai & Hsu, 2014). Many researchers have investigated factors that have an impact on knowledge sharing in terms of individual views, which include leadership features (Xiao et al., 2017), trust (Le & Lei, 2018), and personality traits (Heisig et al., 2016). In elaborating on the factors from an organizational perspective, the factors include career commitment (Singhal & Rastogi, 2018), attention and focus (Pe'rez & Za'rrega, 2005), and organizational compatibility (Zhao et al.,

2018). With the massive expansion of technology, the focus on knowledge sharing has diverted towards the behavior of knowledge sharing in an external environment aligned with technology (Leonardi, 2014; Leonardi, 2015).

Userfriendly Feature, Communication Feature & User-Generated Content

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

It has been proven that people are more convenient with social media and share their experiences and what they are aware of with the application of social media strategies (DiMicco et al., 2008). In addition, social media-based KM systems may allow individuals to make social contacts with each other, thus increasing social communication within the system” (Nisar et al., 2019). Crucially, communication within KMDG is interactive, allowing members to consistently exchange their experiences with a significant audience comprising colleagues, peers, and consultants (Nisar et al., 2019).

Market Orientation

As per Kopp (2021), market orientation involves prioritizing the recognition of consumers' needs and desires and developing products and services that achieve those requirements. The commensurate combination of internet-oriented technologies with e-commerce strategies has a greater opportunity to adjust the market orientation, which has an influence on marketing activities. As Wahyuni et al. (2019) posit, innovation is influenced by market orientation through the mediation of knowledge competencies. Given that market orientation can enhance knowledge competencies, it is recommended for managers of small and medium enterprises (SMEs) to formulate and execute suitable marketing strategies (Wahyuni et al., 2019). It is evident from past research studies that market orientation between firms has an undeviating relationship with knowledge exchange. The present studies have elaborated that social media-supported marketing activities have the capability to articulate the purchasing motives of consumers (Jamil et al., 2022).

Social media marketing is the creation of a strong connection between the brand and end users with the integration of a consumer-oriented connection platform supported by social interaction and engagement (Chi, 2011). It is highly important for business organizations to build technical know-how in the utilization of social media in compliance with their business objectives, as the approaches to interacting with their customers have been subjected to

deviations because of the agile environment (Mangold & Faulds, 2009). A positive correlation is evident between market orientation and global business strategy, and there is a significant effect of social media marketing on global marketing strategy (Abdolvand et al., 2016). Although this research study emphasizes the variation of knowledge-sharing opportunities with the combination of efforts towards market orientation and social media engagement.

Security Feature

It can be highlighted that misinformation is an output of a lack of security measures. The lack of attention to bolstering security when it comes to social media marketing can result in the flow of misinformation. Online users are exposed to the manipulation of information due to their poor understanding of the risks of posting sensitive personal information on social interaction-targeted websites (Kandikanti, 2017). The compatibility level of security-oriented features is dependent on the integration of information protection tools associated with the server and auxiliary external security tools used, which are used regularly (Shevchuk & Pastukh, 2019). This study evaluates how commitment to market orientation and user-generated content can control knowledge sharing with the optimum utilization of social media. The conceptual framework for this research study is elaborated in Figure 1 below.

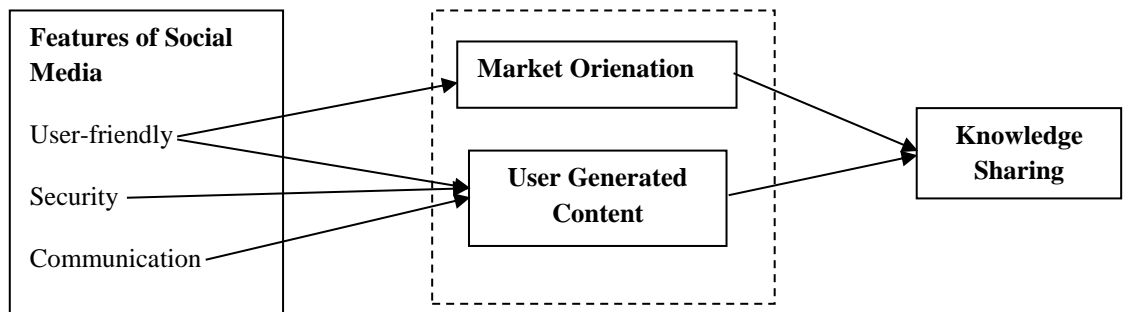


Figure 1: Conceptual Framework

For this research study, user-friendly features are determined by the demand for user-friendly social media platforms, their impact on improved communication and collaboration, their support for the process of communication and collaboration, and their ability to achieve a satisfactory level of teamwork. These same measurements were adapted for security and communication components.

Market orientation was determined through the ability to monitor deviations in the areas of laws, social, economic, and technological improvements, the ability to recognize opportunities and threats to the organization, the level of involvement in charity and sponsorship events, the ability to identify factors that determine the purchasing demand of buyers, the ability to properly track the changes in the product demand of distributors, and the ability to scrutinize new improvements in the strategies adopted by competitors.

User-generated content was measured by demand for obtaining new ideas, product reviews, and feedback from buyers, the demand for cancelling subscriptions and blocking email

communications, and the tendency of buyers to grant permission to access the content created regarding the products.

Knowledge sharing was evaluated by the extent to which employees share work reports among team members, the frequency of sharing templates and designs with team members, the extent to which they share success and failure milestones with each other, the extent to which they share the knowledge they have gathered through other media, the frequency of sharing experiences and useful techniques with other team members, and the degree of knowledge sharing they obtained from training programs and courses followed.

Market orientation and user-generated content can act as intermediaries in the connection between social media and the sharing of knowledge. Companies with a robust market orientation and a culture of promoting user-generated content are better positioned for success in leveraging social media for knowledge sharing.

Leveraging social media for knowledge sharing holds the promise of substantially enhancing collaboration, innovation, and customer engagement. Nonetheless, businesses must remain mindful of inherent challenges, including issues of security, privacy, and the potential for misinformation. Jiao et al. (2022) suggest that the features offered by knowledge platforms directly and positively impact knowledge collaboration performance, with an additional indirect influence through user engagement.

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

The prevalence of a user-friendly interface on social media can expand opportunities to identify the operations of business environments more conveniently, which leads to advanced knowledge-sharing output. When social media platforms are designed to be user-friendly, businesses can gain valuable insights into their target audience by actively involving users in the process. Nonetheless, an earlier study discovered that market orientation plays a moderating role in the connection between knowledge sharing and market retention (Awwad & Al-Nasraween, 2023).

Companies embracing market orientation prioritize the perspectives and needs of their target market as a pivotal aspect of their research and development (R&D) efforts for innovating new products (Kopp, 2021). To uncover trends and consumer expectations that may not be explicitly communicated, businesses often expand their data analyst teams (Kopp, 2021). As Kopp (2021) highlights, possessing knowledge of these trends is ideally instrumental for product developers to meet or even foresee consumer needs. Ensuring the pervasive adoption of market orientation across all departments is advocated, transforming it into an integral facet of the corporate culture within businesses (Kopp, 2021).

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

The attention to adapting a user-friendly feature can improve customer engagement through positive or negative reviews and involvement in social media through posting comments,

which uplifts the portfolio of knowledge shared (Cronin, 2009). This can fill the void between new, advanced knowledge and existing knowledge. Today, it is a common trend to share the experience of using a product or service on social media platforms.

According to Fersini (2017), the emphasis on technology has predominantly centered on English, leaving the adaptation to new languages as an unresolved matter. Fersini (2017) highlights that online social network users produce content with unique characteristics. Fersini (2017) notes that users employ this content to discern the dynamics arising from the continuous evolution of popular subjects and their inclination to engage in discussions with content fellow users create. This connection is directly linked to the above-formulated H2 hypothesis.

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

The vulnerability inherited by social media has driven business organizations to think carefully about the online platform and will ultimately obscure the robust relationship between customers and the organization (Shevchuk & Pastukh, 2019). This can reduce the user-generated content pertaining to products and services, which can cater to a belief perspective on the global dynamic business environment and mitigate knowledge sharing.

As Fersini (2017) outlines, when addressing sentiment evaluation in social networks, it is crucial to explicitly incorporate an additional aspect related to poorly constructed texts, where vocabulary, spelling, and syntax pose linguistic risks. This directly corresponds to the previously stated H3 hypothesis.

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

There is a possibility to generate a massive quantity of content due to the compatibility of social media with the upcoming generations by facilitating meaningful communication between each other. This can provoke new ventures for knowledge sharing. Today, advanced technologies used in the expansion of social media have greatly supported organizations by creating opportunities for marketing activities as they can get connected on one platform to reach a larger group of audiences (Nisar et al., 2019). Messages within social networks may be brief in length but are abundant in embedded meanings, Fersini (2017) indicates. Fersini (2017) suggests employing various methods to narrow the significance gap between the concise words produced by users and the intricate meaning associated with these short messages.

Methodology

For this study, quantitative research methods are incorporated, supported by the application of theoretical models and hypothesis evaluation. The deductive approach is utilized for this research study. Because, as Miller (2020) asserts, the utilization of a quantitative research approach offers the chance to access a more extensive sample size, enabling researchers to derive precise and generalized conclusions. The research population comprises online business owners' dependence on social media tools to expand their businesses and conduct marketing

operations. The research population for this study comprises the 500,000 e-commerce websites in Sri Lanka (ShopRank, 2023). As per Krejcie & Morgan's (1970) table for identifying sample size, the sample size for this present research is 382. With the utilization of random sampling techniques, a sample of 112 businesses is selected to reach a 95% confidence interval. The response rate is reduced to 29.32 per cent. A structured questionnaire incorporating 30 questions is constructed. The five-point Likert scale is adapted to exhort consistency. The survey items from the research by Zhao et al. (2020) were considered in developing the questionnaire. The questionnaire begins by describing the research, followed by three questions to determine the nature of the business, and the remaining questions are survey items for each variable of the research study. The questionnaire is pre-tested using a pilot study among 10 respondents related to online businesses. After obtaining their feedback, the questionnaire is revised accordingly. The developed questionnaire is transformed into a Google Form. The Google form is shared among online businesses that have a Facebook page or Instagram account. The business owners are requested to share this with other online business owners that they know. The data analysis is conducted using the Stata 14 software package. The descriptive statistics are scrutinized to determine the sample composition. The distribution normality is determined using the Shapiro-Wilk test. The Cronbach's alpha value, Loevinger's H coefficients, and H_{j_min} were evaluated for each variable. The convergent and divergent validity are determined using a correlation matrix. The 'medsem' package was adapted to determine the mediating effect. As Mehmetoglu (2018) states, the Stata package medsem offers a post-estimation command for testing mediational hypotheses. This involves using the Baron & Kenny (1986) approach. These tests are conducted after estimating the relevant mediational model with the built-in Sem command in Stata.

There are four steps involved in the Baron & Kenny (1986) approach to testing mediation (MacKinnon et al., 2007):

Step 1: A considerable correlation between the predictor variables and response variables is essential in the $Y = Z_1 + cX + e_1$ format.

Step 2: A considerable correlation of the independent variable to the mediating variable is essential in $M = Z_2 + aX + e_2$.

Step 3: A recognizable relationship should exist between the mediating variable and the dependent variable when both the independent variable and the mediating variable are predictors of the dependent variable, as in the $Y = Z_2 + c'X + bM + e_2$ equation.

Step 4: The magnitude of the coefficient associated with the independent variable in the regression model, where both the independent variable and the mediating variable predict the dependent variable, should exceed the magnitude of the coefficient linked to the independent variable in that model.

Results and Discussion

With the calculation of frequency distribution in data analysis, it can be emphasized that the highest number of survey participants are from the apparel industry, at 82.14 per cent. The lowest number of survey participants are from the food industry. Out of total 112 responses, 6.25 percent are from the Manufacturing industry and 8.04 percent are from other industries.

Table 1: Reliability Analysis

	Alpha	H	Hj_min
Userfriendly feature	0.86	0.66	0.58
Security feature	0.83	0.59	0.45
Communication feature	0.87	0.73	0.72
Market Orientation	0.68	0.25	0.01
User-Generated Content	0.54	0.31	0.30
Knowledge Sharing	0.89	0.58	0.50

As provided in Table 1 above, Cronbach's alpha for all variables surpasses 0.7 except for market orientation and user-generated content. Following Mokken's (1971) recommendations, the utilization of Loevinger's H coefficient can be applied to formulate scales adhering to the Mokken scale criteria. Mokken proposes a threshold value (c) exceeding 0.3, and if $HS > c$, the scale S is considered to fulfil the Mokken scale conditions (Hardouin et al., 2011). Therefore, based on the information presented in Table 1, this criterion is met for all variables except market orientation. Similarly, for Hj_min, the threshold surpasses 0.3 (Hardouin et al., 2011), and according to Table 3, this condition is also satisfied for all variables except market orientation.

Table 2. Output of validity assessment

	Correlation Matrix					
	USERF~D	SEC	COMMU	MO	UGC	KS
Userfrie_~1	0.642	0.330	0.450	0.228	0.281	0.304
Userfrie ~2	0.732	0.327	0.498	0.386	0.195	0.311
Userfrie ~3	0.829	0.542	0.632	0.354	0.226	0.281
Userfrie ~4	0.585	0.402	0.559	0.181	0.319	0.319
Security1	0.336	0.469	0.438	0.109	0.160	0.191
Security2	0.353	0.717	0.461	0.036	0.131	0.033
Security3	0.446	0.786	0.552	0.240	0.290	0.223
Security4	0.414	0.642	0.562	0.139	0.327	0.191
Communic~1	0.640	0.581	0.742	0.267	0.303	0.261
Communic~2	0.502	0.572	0.758	0.219	0.293	0.155
Communic~3	0.556	0.497	0.733	0.315	0.151	0.235
mo1	0.182	0.072	0.185	0.375	0.209	0.325
mo2	0.202	0.089	0.139	0.479	-0.019	0.291
mo3	0.044	0.232	0.187	0.016	0.207	0.035
mo4	0.228	-0.033	0.143	0.471	-0.113	0.036

mo5	0.289	0.008	0.153	0.514	0.160	0.146
mo6	0.329	0.150	0.286	0.512	-0.125	0.240
ugc1	0.334	0.063	0.141	0.046	0.344	0.482
ugc2	0.113	0.240	0.161	-0.053	0.338	0.315
ugc3	0.247	0.288	0.306	0.274	0.367	0.430
ks1	0.284	0.108	0.172	0.168	0.522	0.643
ks2	0.330	0.137	0.197	0.175	0.530	0.724
ks3	0.252	0.130	0.126	0.214	0.404	0.701
ks4	0.441	0.324	0.300	0.298	0.372	0.572
ks5	0.215	0.106	0.176	0.297	0.406	0.781
ks6	0.272	0.059	0.191	0.217	0.360	0.722
ks7	0.209	0.234	0.192	0.224	0.406	0.603

Convergent Validity: 22/27 items (81.5%) have a correlation coefficient with the score of their own dimension greater than 0.400

Divergent Validity: 24/27 items (88.9%) have a correlation coefficient with the score of their own dimension greater than those computed with other scores.

According to Table 2 above, convergent validity is achieved for 22/27 items (81.5%), as they have a correlation coefficient with the score of their own dimension greater than 0.4. The divergent validity is achieved for 24/27 items (88.9%), as they have a correlation coefficient with the score of their own dimension greater than those computed with other scores.

Based on the output of Shapiro-Wilk test for testing normality of the distribution, as the p-values for the variables communication feature and knowledge sharing are lower than the significance level (0.05), it can be concluded that there is adequate evidence to posit that those variables are not normally distributed, supported by the rejection of the null hypothesis. Therefore, it can also be concluded that the remaining variables are normally distributed, as the p-values are greater than 0.05.

Table 3: Mediating Effect of Market Orientation: User-friendly feature and knowledge sharing

	Coefficients	Z	P> z	95% Conf.Interval
Structural				
Knowledge_sharing<-				
Market_ orientation	0.103	0.78	0.435	-0.155 0.361
User-friendly_ feature	0.471	4.00	0.000	0.240 0.702
_cons	1.223	2.10	0.035	0.0841 2.362
Market_ orientation<-				
User-friendly_ feature	0.297	3.72	0.000	0.141 0.453
_cons	2.578	7.62	0.000	1.916 3.241
Var (e. knowledge_sharing)	0.655			0.504 0.851
Var (e. market_ orientation)	0.337			0.259 0.438

Significance testing of indirect effect (unstandardized)

Estimates	Delta	Sobel	Monte Carlo
Indirect effect	0.031	0.031	0.033
Std.Err	0.040	0.040	0.039
Z-value	0.764	0.764	0.848
p-value	0.445	0.445	0.396
Conf.Interval	-0.048,0.109	-0.048,0.109	-0.036, 0.117

Baron and Kenny approach to testing mediation

STEP 1 – market_orientation: user-friendly_feature ($x \rightarrow M$) with $B=0.297$ and $p=0.001$

STEP 2 – knowledge_sharing: market_orientation ($M \rightarrow Y$) with $B= 0.103$ and $p= 0.435$

As either STEP 1 or STEP 2 (or both) are not significant, there is no mediation!

RIT = (Indirect effect/ Total effect)

$$(0.031/0.502) = 0.061$$

This means that about 6% of the effect of user-friendly_feature on knowledge_sharing is mediated by market_orientation.

RID = (Indirect effect/ Direct effect)

$$(0.031/0.471) = 0.065$$

That is, the mediating effect is about 0.1 times as large as the direct effect of user-friendly feature on knowledge sharing!

Table 3 above depicts that the coefficients pertaining to both indirect paths are not at a considerable level, which implies, according to the Baron & Kenny (1986) perspective on determining the mediating effect, that market orientation does not have a mediating effect on the relationship between user-friendly features and knowledge sharing. This rejects the alternative hypothesis H1 and accepts the null hypothesis. With the RIT value, it can be elaborated that the mediating effect of market orientation on the correlation among user-friendly features and knowledge sharing is only 6 percent of the total effect, which is not a relatively significant value. The RID ratio obtained illustrates that the mediating effect is only 0.1 times stronger than the direct effect, which simultaneously proves that there is no oblique effect of market orientation on the relationship between the above-mentioned independent variable component and the dependent variable. The direct effect is 0.471, while the indirect effect is only 0.031. The existence of value zero in the confidence interval proves the insignificance of indirect effects.

Table 4: Mediating Effect of User-Generated Content: User-friendly feature and knowledge sharing

	Coefficients	Z	P> z	95% Conf.Interval	
Structural					
Knowledge_sharing<-					
User-Generated_Content	0.476	5.72	0.000	0.313	0.640
User-friendly_feature	0.321	3.12	0.002	0.119	0.523
_cons	0.773	1.78	0.075	-0.078	1.624
User-Generated_Content <-					
User-friendly_feature	0.379	3.41	0.001	0.161	0.597
_cons	1.501	3.18	0.001	0.576	2.426
Var (e. Knowledge_sharing)	0.510			0.392	0.662
Var (e. User-Generated_Content)	0.656			0.505	0.852

Significance testing of indirect effect (unstandardized)

Estimates	Delta	Sobel	Monte Carlo
Indirect effect	0.181	0.181	0.179
Std.Err	0.062	0.062	0.058
Z-value	2.930	2.930	3.075
p-value	0.003	0.003	0.002
Conf.Interval	0.060,0.302	0.060,0.302	0.083, 0.313

Baron and Kenny approach to testing mediation

STEP 1 – User-Generated_Content: User-friendly_feature (x→M) with B=0.379 and p=0.001

STEP 2 –Knowledge_sharing: User-Generated_Content (M→ Y) with B= 0.476 and p= 0.000

STEP 3 – Knowledge_sharing: User-friendly_feature(x→Y) with B=0.321 and p=0.002

As STEP 1, STEP 2 and STEP 3 as well as the Sobel’s test above are significant the mediation is partial!

RIT = (Indirect effect/ Total effect)

$$(0.181/0.502) = 0.360$$

Meaning that about 36% of the effect of User-friendly_feature on Knowledge_sharing is mediated by User-Generated_Content

RID = (Indirect effect/ Direct effect)

$$(0.181/0.321) = 1.563$$

That is, the mediating effect is about 0.6 times as large as the direct effect of User-friendly_feature on Knowledge_sharing!

Table 4 above depicts that the coefficients pertaining to both indirect paths are at a considerable level, which implies, according to the Baron & Kenny (1986) perspective on determining the mediating effect, that user-generated content has a partial mediating effect on the relationship between user-friendly features and knowledge sharing. This accepts the alternative hypothesis H2 and rejects the null hypothesis. With the RIT value, it can be elaborated that the mediating effect of user-generated content on the correlation between user-friendly features and knowledge sharing is 36 per cent of the total effect, which is a relatively significant value. The RID ratio obtained illustrates that the mediating effect is 0.6 times stronger than the direct effect, which simultaneously proves that there is an oblique effect of user-generated content on the relationship between the above-mentioned independent variable component and the dependent variable. The direct effect is 0.321, while the indirect effect is 0.18. The non-existence of value zero in the confidence interval proves the significance of the indirect effect.

Table 5: Mediating Effect of User-Generated Content: Security feature and knowledge sharing

	Coefficients	Z	P> z	95% Conf.Interval	
Structural					
Knowledge_sharing <-					
User-Generated_Content	0.540	6.42	0.000	0.375	0.704
Security_feature	0.089	0.96	0.337	-0.093	0.271
_cons	1.576	3.89	0.000	0.782	2.370
User-Generated_Content <-					
Security_feature	0.226	2.22	0.027	0.026	0.426
_cons	2.210	5.46	0.000	1.417	3.003
Var (e. Knowledge_sharing)	0.549			0.423	0.714
Var (e. User-Generated_Content)	0.694			0.534	0.901

Significance testing of indirect effect (unstandardized)

Estimates	Delta	Sobel	Monte Carlo
Indirect effect	0.122	0.122	0.119
Std.Err	0.058	0.058	0.056
Z-value	2.094	2.094	2.130
p-value	0.036	0.036	0.033
Conf.Interval	0.008,0.236	0.008,0.236	0.073, 0.291

Baron and Kenny approach to testing mediation

STEP 1 – User-Generated_Content: Security_feature (x→M) with B=0.226 and p=0.027

STEP 2 – Knowledge_sharing: User-Generated_Content (M→ Y) with B= 0.540 and p= 0.000

STEP 3 – Knowledge_sharing: Security_feature (x→Y) with B=0.089 and p=0.337

As STEP 1, STEP 2 and the Sobel's test above are significant and STEP 3 is not significant the mediation is complete!

RIT = (Indirect effect/ Total effect)

$$(0.122/0.211) = 0.578$$

This means that about 58% of the effect of Security_feature on Knowledge_sharing is mediated by User-Generated_Content.

RID = (Indirect effect/ Direct effect)

$$(0.122/0.089) = 1.369$$

That is, the mediating effect is about 1.4 times as large as the direct effect of Security_feature on Knowledge_sharing.

Table 5 above depicts that the coefficients pertaining to both indirect paths are at a considerable level, which implies, according to the Baron & Kenny (1986) perspective on determining the mediating effect, that user-generated content has a complete mediating effect on the relationship between security features and knowledge sharing. This accepts the alternative hypothesis H3 and rejects the null hypothesis. With the RIT value, it can be elaborated that the mediating effect of user-generated content on the correlation among security features and knowledge sharing is 58 percent of the total effect, which is a relatively significant value. The RID ratio obtained illustrates that the mediating effect is 1.4 times stronger than the direct effect, which simultaneously proves that there is an oblique effect of user-generated content on the relationship between the above-mentioned independent variable component and dependent variable. The direct effect is only 0.089, while the indirect effect is 0.122. The non-existence of value zero in the confidence interval proves the significance of the indirect effect.

Table 6: Mediating Effect of User-Generated Content: Communication feature and knowledge sharing

	Coefficients	Z	P> z	95% Conf.Interval	
Structural					
Knowledge_sharing <-					
User-Generated_Content	0.540	6.24	0.000	0.370	0.709
Communication_feature	0.057	0.63	0.526	-0.120	0.234
_cons	1.690	4.34	0.000	0.927	2.453
User-Generated_Content <-					
Communication_feature	0.313	3.34	0.001	0.129	0.498
_cons	1.816	4.66	0.000	1.052	2.579
Var (e. Knowledge_sharing)	0.552			0.425	0.717
Var (e. User-Generated_Content)	0.659			0.507	0.856

Significance testing of indirect effect (unstandardized)

Estimates	Delta	Sobel	Monte Carlo
Indirect effect	0.169	0.169	0.167
Std.Err	0.058	0.058	0.054
Z-value	2.942	2.942	3.086
p-value	0.003	0.003	0.002
Conf.Interval	0.056,0.282	0.056,0.282	0.073, 0.291

Baron and Kenny’s approach to testing mediation

STEP 1 – User-Generated_Content: Communication_feature ($x \rightarrow M$) with $B=0.313$ and $p=0.001$

STEP 2 – Knowledge_sharing: User-Generated_Content ($M \rightarrow Y$) with $B= 0.540$ and $p= 0.000$

STEP 3 – Knowledge_sharing: Communication_feature ($x \rightarrow Y$) with $B=0.057$ and $p=0.526$

As STEP 1, STEP 2 and the Sobel’s test above are significant and STEP 3 is not significant the mediation is complete.

RIT = (Indirect effect/ Total effect)

$$(0.169/0.226) = 0.748$$

This means that about 75% of the effect of Communication_feature on Knowledge_sharing is mediated by User-Generated_Content

RID = (Indirect effect/ Direct effect)

$$(0.169/0.057) = 2.961$$

That is, the mediating effect is about 3 times as large as the direct effect of Communication_feature on Knowledge_sharing.

Table 6 above depicts that the coefficients pertaining to both indirect paths are at a considerable level, which implies, according to the Baron & Kenny (1986) perspective on determining the mediating effect, that user-generated content has a complete mediating effect for the relationship between communication features and knowledge sharing. This accepts the alternative hypothesis H4 and rejects the null hypothesis. With the RIT value, it can be elaborated that the mediating effect of user-generated content on the correlation among security features and knowledge sharing is 75 per cent of the total effect, which is a relatively significant value. The RID ratio obtained illustrates that the mediating effect is three times stronger than the direct effect, which simultaneously proves that there is an oblique effect of user-generated content on the relationship between the above-mentioned independent variable component and the dependent variable. The non-existence of value zero in the confidence interval proves the significance of the indirect effect. The direct effect is only 0.057, while the

indirect effect is 0.169. The strongest oblique effect of user-generated content is evident in the relationship between the above communication feature and knowledge sharing.

The output obtained for the H1 hypothesis does not comply with the previous literature, where previous studies have identified a moderating effect rather than a mediating effect of market orientation on knowledge sharing. When considering the H2, H3, and H4 outputs received, it supports the previous literature mentioned earlier.

Conclusion

The research study aimed at directing the attention of online businesses to how to improve their sales through the utilization of proportionate adaptations of social media features to reach an optimal level of knowledge sharing. The research study has found that market orientation does not mediate the relationship between user-friendly features and knowledge sharing. In other words, market orientation has a direct effect on knowledge sharing. It can be recapitulated that a more user-friendly interface can create more customer-oriented content with the expansion of user engagement to maximize knowledge sharing. Online businesses should make efforts to customize their social media page presentation to penetrate the younger generation. The social media posts those online businesses present on their page should be presentable in all three common languages. Online businesses are recommended to adopt fewer words and more images, as reading too many words does not deliver the elucidated message, but pictures can penetrate more followers. Online businesses can individually interact with their customers to obtain feedback about their products and services. Certain business pages on social media take so much time to respond to customers, which can be a disadvantage to their business. Therefore, online businesses should reduce their response time. On social media pages of service-oriented businesses (such as salons), the functionality is very constrained and not adequate. Those businesses can provide free service sessions to their loyal customers, who take time to review their business. They can send messages to their loyal customers, informing them that they have been identified as loyal customers. Online businesses can adopt online poll sessions to grasp customer perspectives.

The limitations of the research include the adoption of a quantitative research approach. The quantitative research is restricted to a specific questionnaire framework. Therefore, the holistic perspectives of research participants cannot be obtained. As a future research perspective, the researchers can adopt a mixed-methods approach to conduct the research and see whether the same results are obtained. The researchers can incorporate various features of social media, supported by previous literature, and develop conceptual frameworks to contribute to the existing scope of research. Various moderating and mediating variables can be identified and tested, taking case studies into consideration.

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