Research on the Relationship between Enterprise Social Network Platform and Enterprise Knowledge Creation

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Abstract

This paper focuses on the basic research question "how does enterprise social network platform affect enterprise knowledge creation", and constructs a conceptual model of enterprise social network platform, enterprise internal communication mode, and enterprise knowledge creation relationship. These hypotheses are tested by distributing questionnaires to employees of their companies who use social networking platforms, and conducting an empirical analysis of hierarchical regression methods on the recovered questionnaire data. The results show that: enterprise social network platform has a positive impact on enterprise communication mode; enterprise communication mode has a positive impact on knowledge creation; enterprise social network platform plays an intermediary role in enterprise knowledge creation.

Keywords

Enterprise Social Network Platform; Communication Mode; Knowledge Creation.

1. Realistic Background

In the development of today's society, knowledge has become a decisive factor in the competition of an enterprise and the primary resource for the continuous development of an enterprise. In a knowledge-based economy society, knowledge is an important strategic asset of an enterprise (DRUCKER PF, 1992), and it is an inevitable choice for an enterprise to maintain competitiveness and achieve innovation, and knowledge creation is the source of enterprise innovation and sustainable competitiveness. The process of knowledge creation is complex, dynamic and unpredictable. Enterprises need to use knowledge management to enable organizations to share the knowledge and skills of employees, integrate collective wisdom, and achieve the purpose of knowledge integration, thereby promoting enterprise knowledge creation and further improving enterprise. Creativity. The rapid development of the Internet has undoubtedly provided an opportunity for enterprises to acquire and integrate internal knowledge resources. Various social network platforms have begun to enter enterprises. Kingdee Cloud Home, Qiming Creative, i8 Hours, etc. appeared one after another. The social network platform market is very hot. Enterprises establish a unified and integrated office management platform by introducing social network platforms, build a knowledge management platform, and systematically utilize the information resources and expert-level capabilities accumulated by enterprises. Through the construction of the platform, the exchange and communication of internal personnel of the enterprise are promoted, and the effective integration and response of information can be realized, thereby improving the innovation ability, rapid response ability, office efficiency and employees' skills of the enterprise, and promoting the realization of enterprise knowledge creation. The internal communication methods of the enterprise are no longer limited to traditional communication methods such as meetings, reports, and documents. Instead, new methods of first-to-work communication and work have been continuously developed with the help of the network relationship platform, thereby promoting the effective management and communication of the

enterprise and speeding up internal knowledge. exchange and integration, and promote the knowledge creation of enterprises.

2. Research Purpose

From the perspective of enterprise social network platform, this paper studies how the enterprise social network platform affects the communication mode within the enterprise, and how the communication mode promotes the exchange and integration of knowledge within the enterprise to promote knowledge creation, and how the enterprise social network platform is used in the enterprise. play an intermediary role in the creation of knowledge. The conclusions drawn from the research on the above issues can provide reference for real enterprises to effectively use social network platforms to promote knowledge creation, thereby promoting the improvement of enterprises' knowledge creation capabilities.

3. Introduction to the Model

The emergence of enterprise social network platforms has changed the usual communication methods of enterprises, breaking through the previous rigidity and inconvenience. The company only needs to communicate on the platform to understand the internal situation and problems of the enterprise, and can give opinions and suggestions. Suggest. Employees can share information and experience on the platform, work together, and make suggestions. This method breaks the previous rigid organizational structure and atmosphere, enabling employees to contact colleagues more effectively, and to clearly understand the background information and concerns of partners. It makes the communication mode within the enterprise more flexible and effective.

In fact, the enterprise social network platform provides a "field" for the internal communication of the enterprise. And this "field" is where knowledge is created. Knowledge creation requires an actual scene, and this "field" is defined as a dynamic shared scene for sharing, creating and using knowledge (Yujiro Nonaka, 2006). This paper argues that the enterprise social network platform acts as a "field" in the enterprise. In this "field", people have improved and innovated the previous communication methods, and formed a new and more efficient communication method, which enables the explicit and tacit knowledge within the enterprise to flow and transfer between members. Form knowledge sharing, promote mutual learning, and enable the internal knowledge of the organization to be fully and fully utilized in the organization, thereby promoting the knowledge creation of enterprises.

There are two kinds of knowledge in an enterprise: explicit knowledge and invisible knowledge. Explicit knowledge is knowledge expressed in the form of words, numbers, sounds, etc., and a person's explicit knowledge can be easily transmitted to others in a formal or systematic way; Tacit knowledge belongs to the invisible and intangible knowledge, which is difficult to express. It is difficult to share tacit knowledge through communication between people. Common communication methods may share explicit knowledge, but it is actually more difficult to share tacit knowledge. At this time, it is necessary for the enterprise social network platform to play the role of "field" to promote the mutual conversion between explicit knowledge and tacit knowledge through mutualization, expression, connection, and internalization, so as to achieve better sharing and utilization of knowledge. At the same time, it helps enterprises to make better use of tacit knowledge and promote enterprise knowledge creation, including organizational knowledge creation, technical knowledge creation, product knowledge creation, etc.

Based on the above analysis, this paper believes that the enterprise social network platform provides a "field" function. This "field" plays an intermediary role and promotes the

transformation of the internal communication mode of the enterprise, thereby realizing the sharing and exchange of knowledge and promoting the knowledge creation.

The following are the basic assumptions:

3.1. The Relationship between Corporate Social Networking Platforms and Communication Methods

The traditional internal communication methods of enterprises are easily limited by a series of problems such as time, place and space, and the form is rigid and inflexible, resulting in very low efficiency and quality of communication. If it is not timely, it is not conducive to the mutual communication and learning among the members of the enterprise. The multiple platform functions of the enterprise social network platform have broken this deadlock. The positioning function, voice and video functions of the social network platform make it possible to achieve zero-distance communication without being limited by time, place and space, and increase the communication efficiency. Convenience and timeliness make communication timely, convenient and concise, avoid wasting time, improve the efficiency of communication, and promote the convenience of communication methods. At the same time, this kind of online communication avoids the unnaturalness of face-to-face communication, allows participants to speak freely, and are more willing to express their views and opinions. The form is freer and simpler, and it can dig out the opinions that people are usually reluctant to express and discover innovations. It is easy to create a harmonious atmosphere for communication, so that everyone is willing and willing to express their opinions on it, which improves the openness of communication methods. This not only makes the communication more efficient, but also the quality of the communication effect is higher, which can better achieve the purpose of internal communication within the enterprise. The enterprise social network platform promotes the openness and convenience of enterprise communication methods, promotes the transformation and progress of communication methods, and improves the quality and efficiency of enterprise communication.

Therefore, the following assumptions are made:

H1: Corporate social networking platforms have a positive impact on corporate communication.

H1a: Platform functionality has a positive effect on the openness of communication

H1b: Platform functionality has a positive impact on ease of communication

H1c: Reciprocal cooperation has a positive effect on the openness of communication

3.2. Communication and Knowledge Creation

A long time ago, some scholars proposed to create an organizational atmosphere of active learning, choose the appropriate organizational learning, improve the knowledge and experience of communication between employees, and improve the ability of employees to acquire new knowledge, which will be beneficial to the creation of new knowledge in the enterprise Drucker (2002). In fact, the quality of communication mode determines the level of knowledge creation ability to a large extent. Only when there is communication and sharing can knowledge transfer and absorption be realized, which is conducive to the integration and perception of knowledge, and further promotes knowledge creation. Knowledge creation is more reflected in the exchange and sharing of knowledge, the integration of knowledge, and the perception of knowledge (Li Yu, 2016). The increased openness of communication means that more subjects are willing to participate in the communication, which to a certain extent promotes the exchange and sharing of knowledge and information among different subjects. Through the integration and transformation of knowledge between each other, organizational learning is realized, and innovative knowledge is generated in the organization (Wang Cuihua, 2010). Therefore, the convenience and quickness of the communication method is conducive

to improving the speed of knowledge dissemination, promoting the extraction and integration of knowledge information, and finally improving the ability of knowledge creation.

Therefore, the following assumptions are made:

H2: Communication style has a positive impact on knowledge creation

H2 1a: Openness has a positive effect on communication sharing

H2 1b: Openness has a positive effect on the ability to integrate

H2 1c: Openness has a positive effect on perceived value

H2 2a: Convenience has a positive effect on communication sharing

3.3. The Mediating Role of Enterprise Social Network Platform in Communication Mode and Knowledge Creation

Enterprise social networking platforms play the role of "field" (Nonaka, 1995), in this "field", the original inconvenient communication mode is transformed into a high-efficiency and high-quality communication mode. One of the biggest impacts of the change in communication methods is knowledge sharing and communication. The improvement of the openness and convenience of the communication mode promotes the dissemination and learning of knowledge, and the better internal communication of knowledge further promotes the learning and innovation of knowledge, thereby promoting knowledge creation. By improving the openness and convenience of communication methods, the enterprise social network platform promotes the exchange and sharing, integration and perception of knowledge, and further promotes the creation of enterprise knowledge. Therefore, in this process, we believe that the enterprise social network platform has played a good intermediary role in the communication mode and knowledge creation.

The innovation network plays a significant role in knowledge creation. The main function of the network is to create knowledge, and enterprises realize innovation in the process of information resource exchange and integration (Schilling, 2007). The functions of information exchange and resource acquisition in the innovation network formed by the interaction of various actors are conducive to the sharing of knowledge among various subjects. 2009). Through the establishment of the enterprise social network platform, it can promote the exchange of internal personnel and the transformation of communication methods, and realize the effective integration and response of information, thereby improving the innovation ability, rapid response ability, office efficiency and employees' skills of the enterprise, and promoting the enterprise realization of knowledge creation. In fact, in the social network platform to realize the commonization, expression, connection, and internalization of knowledge, on the one hand, employees can realize the sharing of employee knowledge through interaction and communication on the platform, and through frequent interaction, mining Invisible knowledge of employees; on the other hand, through the function of information record integration on the platform, the explicit knowledge of employees is collected. On the platform, employees have equal rights to contribute, share, and acquire knowledge, and employees can get inspiration through communication and interaction. , stimulate creativity, realize the creation of knowledge, so as to enhance the enthusiasm of employees to participate and learn. Through the collection, integration and induction of explicit knowledge and tacit knowledge, the creation and updating of knowledge can be realized, and the knowledge creation ability and competitiveness of enterprises themselves can be improved. Therefore, the enterprise social network platform plays a role in the knowledge sharing, knowledge diffusion and knowledge integration of the enterprise, thereby realizing the creation of enterprise knowledge and promoting the development and progress of the enterprise.

Therefore, the following assumptions are made:

H3: Enterprise social networking platforms play an intermediary role in enterprise knowledge creation

4. Empirical Analysis

This paper will use the linear regression method to study the changes of communication methods in enterprise social network platforms, and the influence of communication methods on knowledge creation. The goodness of fit test of the equation is usually based on the R^2 coefficient, which is an important indicator to determine the goodness of fit of the linear regression line. Usually, R^2 is between 0 and 1 (including 0 and 1), the closer R^2 is to 1, the stronger the linear effect of the independent variable on the dependent variable, the closer the R^2 is to 0, the closer the independent variable is to the dependent variable. less impact. The test that the random error terms are independent of each other is usually realized by the Durbin-Watson test (ie DW parameter), $0 < DW < 4$, when DW is approximately 2, it means that the residuals and independent variables are independent of each other. Analysis of variance is used to test a single Whether the independent variable has different levels of influence on the dependent variable.

4.1. Enterprise Social Networking Platforms have a Positive Impact on Communication Methods

(1) The influence of independent variables in corporate social network platforms on openness in communication methods

Table 1. Open regression model results and variance analysis of independent variables and communication methods in enterprise social network platforms

Predictor variable	R	R^2	AJ_R^2	Standard error	Changed Statistics					Durbin-Watson
					R^2	F	df1	df2	Sig. F	
Platform function	.677a	0.458	0.455	0.49755	0.458	150.448	1	178	0	1.866
Reciprocal cooperation	.719a	0.518	0.515	0.46944	0.518	190.964	1	178	0	1.875

Table 2. Coefficients of open regression equations of independent variables and communication methods in enterprise social network platforms

Model		Unstandardized		Standard	t	Sig.	collinearity	
		B	error	Trial			Tolerance	VIF
1	c	1.110	.222		5.009	.000		
	Platform function	.729	.053	.721	13.869	.000	1.000	1.000
1	c	.583	.200		2.915	.004		
	Reciprocal cooperation	.856	.048	.804	18.012	.000	1.000	1.000

According to the results of 1, the platform function R^2=0.458 and the reciprocal cooperation R^2=0.384, indicating that the openness of the communication mode has a strong linear relationship with the two independent variables, and the equation fits well. At the same time, the platform function DW=1.866 and the reciprocal cooperation DW=1.875, both of which are close to 2, indicating that the residuals and independent variables are independent of each other. In addition, the platform function F=150.448, the price acceptance degree F=190.964, and the significance level of the regression coefficient is 0.000, which is less than 0.05,

indicating that the independent variables in the enterprise social network platform can significantly explain the openness of communication methods.

According to the results in Table 2, the regression coefficients of platform function and reciprocal cooperation on user satisfaction are 0.812 and 0.740, respectively, and the respective variables are positively correlated with the openness of communication methods, and the degree of influence of each variable on the openness of communication methods is in the order of magnitude. Among them, the strongest is the platform function, followed by the reciprocal cooperation.

Therefore, it is assumed that H1a and H1b hold.

(2) The influence of platform functions in enterprise social network platforms on the convenience of communication methods

Table 3. Platform functions and convenience regression model results and variance analysis

Predictor variable	R	R^2	AJ_R^2	Standard error	Changed Statistics					Durbin-Watson
					R^2	F	df1	df2	Sig. F	
Platform function	.708a	.502	.499	.45260	.502	179.378	1	178	.000	1.929

According to the results of 3, the platform function R^2=0.502, which means that there is a strong linear relationship between the openness of the communication mode and the platform function, and the equation fits well. At the same time, the platform function DW = 1.929, both approximate to 2, indicating that the residuals and independent variables are independent of each other. In addition, the platform function F=179.378, and the regression coefficient significance level is 0.000, which is less than 0.05, indicating that the platform function in the enterprise social network platform can significantly explain the convenience of communication methods.

Table 4. Platform function and convenience regression equation coefficient table

Model		Unstandardized		Standard	t	Sig.	collinearity	
		B	error	Trial			Tolerance	VIF
1	c	.717	.259		2.769	.006		
	Platform function	.807	.060	.708	13.393	.000	1.000	1.000

According to the results in Table 4, the regression coefficient between platform function and convenience is 0.807, platform function and convenience are positively correlated, and platform function has a strong influence on convenience.

Therefore, it is assumed that H1c holds.

From the above linear regression analysis, it can be found that there is a positive correlation between corporate social network platforms and communication methods. The platform function in the enterprise social network platform is positively correlated with the openness in the reciprocal cooperation and communication mode, and the influence is strong. Reciprocal cooperation in corporate social networking platforms is positively correlated with convenience in communication methods, and has a strong influence. Therefore, it can be considered that the enterprise social network platform has a positive impact on the communication mode, and the communication mode has been transformed in the social network platform, which improves the communication efficiency and communication quality.

Therefore, assume that H1 holds.

4.2. Communication Methods have a Positive Impact on Knowledge Creation

(1) The impact of openness and convenience on communication and sharing

Table 5. Openness and Convenience and Communication Sharing Regression Model Results and ANOVA

Predictor variable	R	R²	AJ_R²	Standard error	Changed Statistics					Durbin-Watson
					R²	F	df1	df2	Sig. F	
Platform function	.721a	.519	.517	.47374	.519	192.351	1	178	.000	1.997
Reciprocal cooperation	.804a	.646	.644	.40674	.646	324.421	1	178	.000	1.813

According to the results of 5, openness $R^2=0.519$, convenience $R^2=0.646$, indicating that communication sharing has a strong linear relationship with openness and convenience, and the equation fits well. At the same time, the openness DW=1.997 and DW=1.813 are both close to 2, indicating that the residuals and independent variables are independent of each other. In addition, openness F=192.351, convenience F=324.423, the regression coefficient significance level is 0.000, less than 0.05, indicating that both openness and convenience in the communication mode significantly explain the exchange and sharing of knowledge creation.

Table 6. Regression equation coefficient table for openness and communication sharing

Model		Unstandardized		Standard	t	Sig.	collinearity	
		B	error	Trial			Tolerance	VIF
1	c	.699	.285		2.455	.015		
	Platform function	.812	.066	.677	12.266	.000	1.000	1.000
	c	1.064	.227		4.688	.000		
	Reciprocal cooperation	.740	.054	.719	13.819	.000	1.000	1.000

According to the results in Table 6, the regression coefficient of openness and communication sharing is 0.729, and openness and communication sharing are positively correlated. The regression coefficient of convenience and communication and sharing is 0.856, and convenience and communication and sharing are positively correlated. And the degree of influence of each variable on communication and sharing is in order, with convenience being the strongest, followed by openness.

Therefore, it is assumed that H2 1a and H2 2a hold.

(2) The impact of openness on integration capabilities

Table 7. Regression model results and variance analysis of openness and integration ability

Predictor variable	R	R²	AJ_R²	Standard error	Changed Statistics					Durbin-Watson
					R²	F	df1	df2	Sig. F	
Platform function	.774a	.598	.596	.39172	.598	265.295	1	178	.000	1.780

According to the results of 7, the openness R^2=0.502, which means that the openness of the communication mode has a strong linear relationship with the integration ability, and the equation fits well. At the same time, the openness DW=1.780, which is close to 2, indicating that the residuals and independent variables are independent of each other. In addition, openness F=265.295, the regression coefficient significance level is 0.000, less than 0.05, indicating that the openness in the communication mode significantly explains the integration ability in knowledge creation.

Table 8. Regression equation coefficient table of openness and integration ability

Model		Unstandardized		Standard	t	Sig.	collinearity	
		B	error	Trial			Tolerance	VIF
1	c	1.231	.183		6.723	.000		
	Platform function	.708	.043	.774	16.288	.000	1.000	1.000

According to the results in Table 8, the regression coefficient of openness and integration ability is 0.708, openness and communication and sharing are positively correlated, and openness has a strong impact on integration ability.

Therefore, assume that H2 1b holds.

(3) The impact of openness on perceived value

Table 9. Regression model results and variance analysis of openness and perceived value

Predictor variable	R	R^2	AJ_R^2	Standard error	Changed Statistics					Durbin-Watson
					R^2	F	df1	df2	Sig. F	
1	.753a	.568	.565	.41914	.568	233.641	1	178	.000	1.974

According to the results of 9, openness R^2=0.568, indicating that there is a strong linear relationship between the openness of communication and perceived value, and the equation fits well. At the same time, the openness DW=1.974, which is close to 2, indicating that the residuals and independent variables are independent of each other. In addition, openness F=233.641, and the regression coefficient significance level is 0.000, which is less than 0.05, indicating that the openness in communication mode significantly explains the perceived value in knowledge creation.

Table 10. Regression equation coefficient table of openness and integration ability

Model		Unstandardized		Standard	t	Sig.	collinearity	
		B	error	Trial			Tolerance	VIF
1	c	1.218	.196		6.217	.000		
	Platform function	.711	.046	.753	15.285	.000	1.000	1.000

According to the results in Table 10, the regression coefficient of openness and integration ability is 0.711, openness and perceived value are positively correlated, and openness has a strong impact on perceived value.

Therefore, it is assumed that H2 1c holds.

From the above linear regression analysis, it can be found that there is a positive correlation between communication style and knowledge creation. The openness and convenience in the communication mode are positively related to the communication and sharing in the knowledge creation, and have a positive impact on it; the openness in the communication mode is also positively related to the integration ability and the perceived value in the knowledge creation, and the have a significant positive impact. Therefore, it can be considered that the way of communication has a positive impact on knowledge creation.

Therefore, assume that H2 holds.

5. Conclusion and Implications

Through literature research and empirical research, this study clarifies the relationship and mechanism of enterprise social network platforms, communication methods and knowledge creation. The main conclusion of this study is that enterprise social network platform plays an intermediary role in knowledge creation and has a significant role in promoting knowledge creation of enterprises, and this effect is mainly achieved by promoting the change of communication methods. The platform function and reciprocal cooperation of the enterprise social network platform have a driving effect on the change of the communication mode, and the change of the communication mode is mainly reflected in the two dimensions of openness and convenience. Among them, platform function has a significant positive effect on openness and convenience, and reciprocal cooperation has a significant positive effect on openness. The transformation of the communication mode on the enterprise social network platform has a significant positive impact on the knowledge creation of the enterprise. Knowledge creation is mainly reflected in the three dimensions of communication and sharing, integration ability and perceived value. The openness of communication mode has a great influence on knowledge creation The communication and sharing, integration ability and perceived value of knowledge have a significant positive impact, and the convenience of communication methods also has a positive impact on the communication and sharing of knowledge creation. The communication mode is transformed through the promotion of enterprise social network platform, which promotes the exchange and sharing of information within the enterprise, and further promotes the creation of knowledge within the enterprise.

In practice, this study provides some theoretical reference for enterprises. Understand the influencing factors of knowledge creation, and realize the sharing and transmission of knowledge and information within the enterprise by synthesizing the relationship between social network platforms, communication methods and knowledge creation, thereby realizing the effective integration of knowledge, realizing knowledge creation, and improving the enterprise's own knowledge Innovation ability, so as to improve the market competitiveness of enterprises and promote the further development of enterprises.

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