

The perilous path toward supply chain integration addressed from social capital perspective: An aggregated theoretical framework exploring the potential mediating role of knowledge sharing

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Abstract

A number of reports indicate that historically, due to its controversial foundations, companies have been struggling in identifying a standard route to pave the way to seamless supply chain integration (SCI) (Bask, A., Juga, J. 2001). The need to unveil the blurriness inherent to this concept has been exacerbated in the post Covid-19 era (Hassan and Abbasi, 2021), which had and still have tremendous negative impact on firms productivity. Through our article we aim at exploring an avenue of analysis to support firms succeed their integrative initiatives with supply chain partners and ultimately make it a successful journey. Our essay is built on the premise that SCI is a form of alliance and social dilemma (McCarter et Northcraft, 2007; Fawcett et al., 2008 ; Agarwal, Croson, et Mahoney, 2009; McCarter & al., 2009 ; Zhao & al., 2011) and thus considered social capital as a grounding theory with social capital dimensions as potential enabling factors of SCI (El Abboubi, M., 2021). Based on an extensive literature review we argue that knowledge sharing, as the fundamental resource to capitalize on by the firms to gain competitive advantage (Grant and Baden-Fuller 1995), plays a mediating role in the potential relationship between social capital dimensions and SCI. This statement is supported by scholars who studied empirically the impact of each facet of the three dimensions of social capital naming, as defined in the framework of Nahapiet & Ghoshal (1998), structural, relational and cognitive dimensions, on fostering the knowledge transfer between stakeholder in the frame of inter or intra-organizational collaboration such as SCI project. Also, it emerges from the literature that knowledge has been identified as a critical pre-condition for effective supply chains (Harland, C.M., 1996; Lee, H.L. et al., 2000) as it provides motivation for collaboration between SC partner and has the potential to enable more effective SCI projects (Lee, Padmanabhan, and Whang 1997a; Lee, So, and Tang 2000). These findings have been crystallized in a proposal of theoretical research model that requires to be investigated empirically to confirm the validity of the formulated hypotheses. We closed up the article with highlighting the limits of our work and a proposal of leads for future research.

Keywords: Supply Chain Integration, Social Capital Dimensions, Knowledge sharing

JEL Classification: J24, O15

Paper type: Theoretical research

1. Introduction

The current economic climate is characterized by a deep overall uncertainty driven by the global pandemic of COVID-19 accounted for a looming economic crisis. Production and distribution have been disrupted at their highest level in different industries with non-neglectable downsides on the consumers that are at the center of the value chain.

According to a recent report by the Internal Labor Organization COVID-19 and labor statistics¹ “The estimated total working-hour losses in 2020 were equivalent to 255 million full-time jobs – approximately four times greater than during the global financial crisis in 2009 – and estimates of labor income losses suggest a global decline of US\$3.7 trillion”. This alarming situation is impacting the growth axes previously identified by the firms which are now open to rethinking their way of doing business and their integrative relations with their supply chain partners (Hassan and Abbasi, 2021) in order to recover their lost gains and ensure sustainable competitive advantage. Besides, today’s highly competitive environment supplemented by the omnipresent avalanche of technological advancement driven by an incessant need for digitalization is prompting scholars and firms to look at areas of improvement for companies beyond their traditional boundaries (Wang et al., 2018). In this vein, Supply chain (SC), qualified as a mainstream concept these days (Alicke and Luchtenberg, 2021) is one of the topics receiving considerable attention from the researchers and practitioners as it was highly disrupted by the inherent instability of the global economy and thus require a distillation of its working mechanisms. Moreover, beyond the high performance expected from a well-managed supply chain, a relationship confirmed empirically in different studies (Nadir M.H. et al. 2021), there is a growing interest from researchers and companies for supply chain integration (SCI) in particular - which is the phenomena we are aiming at decorticating in this article through the lens of knowledge-based view and the premise that it’s a social dilemma.

A successful SCI project might be perceived by the companies and confirmed by researchers as key to access many benefits such as throughput improvements, cycle time reduction, inventory cost reduction, higher market share and greater responsiveness to customer demand (Barrat 2004; Chang and Makatsoris 2001; Stank et al. 1999). SCI finds its essence at SCM, perceived a one of the fundamental functions responsible for value creation and spanning organizational boundaries (Gölgeci, Karakas, & Tatoglu, 2019) and which was defined as a collective strategy (Peck & al., 2000) implying collective coordination of information, material and financial flows between the SC partners which are working in the frame of a particular form of strategic alliance (Monczka & al., 1998; McCarter et Northcraft, 2007; Fawcett & al., 2008). The explanation of cooperative behavior between partners in the frame of alliances can be ensured through capitalizing on social capital theory (Ahuja, 2000; Tsai, 2000; Tsai et Ghoshal, 1998) – SCI as being a form of alliance.

Considering the social dynamic embedded in the SCI projects, partners might witness some scenarios of social dilemma in which opportunistic behavior is observed at “SC partners” chasing their own interests to the detriment of the one of all the members of the chain.

On the other hand, coordination and information sharing have been identified as a critical pre-condition for effective supply chains (Harland, C.M., 1996; Lee, H.L. et al., 2000) and offers superior flexibility and responsiveness toward the evolving market demand. In turns, pursuing SCI involves collaboration at different levels between the stakeholders within the chain making the boundaries of the firms blurred and its success conditioned by the goodwill

¹ ILO Monitor: COVID-19 and the world of work. Eighth edition Updated estimates and analysis
https://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/documents/briefingnote/wcms_824092.pdf

of the participants who possess the knowledge – highlighting thus the role knowledge sharing plays in facilitating effective management of the supply chain (Hult et al. 2006; Ketchen and Hult 2007; Breja, Banwet, and Iyer 2010; Rebolledo and Nollet 2011; Cai et al. 2013; Yang 2013) and more particularly in SCI - which we will explore.

In order to enhance our understanding of the studied phenomena by drawing on the social capital theory, this article aims at providing scholars and organization with a review of enabling factors of supply chain integration through exposing the literature supporting the potential mediating role of knowledge sharing in this dynamic as a critical factor to a firm's success in today's highly competitive environment (Grant, 1996).

In practice, this article dedicated for literature review will start by introducing knowledge-based view positioned as a new approach to inter-organizational relationships. We will explain its founding principles and then detail its components. Within this stage we will also draw the line between two overlapping terms yet fundamentally different naming "knowledge sharing" and "knowledge transfer" to ultimately, and based on the insights distilled, indicate the most accurate concept to mobilize in our study. The second part of the article will be dedicated for bridging the knowledge-based view with SCI in which we will highlight the evidence found in the literature relating knowledge transfer with our studied phenomena. The third part of this article will follow the same process and thus will focus on the literature merging and linking knowledge sharing with the dimensions of social capital theory naming the relational, structural and cognitive dimensions. We will close up the article with a proposal of a research model that will require a validation on the field and will need enrichment with contextual variables. Further leads of discussion and research as well as the limitation of this work are exposed.

2. Literature review

2.1 Knowledge-based view as a new approach to inter-organizational relationship

2.1.1 Founding principles of KBV

Theories of the firm, defined as conceptualization intending to explain and predict the behavior of corporate organizations, are competing against each other and at the same time complementing each other to explain best studied phenomena's. The Resource based view of the firm advocates that the resources within a company whether they are tangible or intangible assets are key to higher organizational benefits and superior returns while it opens up for long-lasting and sustainable competitive advantage. The theory advocates that optimal utilization of existing resources and capabilities is the primary task of a company. On the other hand, the Knowledge-based view is a theory based on the foundation that knowledge is the most important resource within a company (Grant, 1996b; Spender, Grant, 1996; Nonaka & al 2000) which makes this theory as an outgrowth of the Resource-based view theory of the firm. The KBV of the firm defines knowledge as the resource with the highest strategic value that can be generated, acquired and applied within and between firms (Grant and Baden-Fuller 1995). The authors Conner and Prahalad (1996) have considered it as complementary to the theory of Resources as it also analyses the difference in performance between firms but the driving conviction that knowledge is the privileged source of competitive advantage.

Centered on the fact that knowledge is the fundamental resource to capitalize on by the firms, it has two differentiating aspects: it studies the integration modes and knowledge combination with an organization and the processes by which knowledge is created. In fact, this theory introduces a new vision of the firm defined by its ability to integrate and coordinate existing knowledge as well as creating new ones (Kogut, Zander, 1992; Conner, Prahalad, 1996; Spender, Grant, 1996). We highlight though that this theory is not limited to the classical topics addressed in strategic management such as strategic choice and competitive advantage, but rather extends to address other concerns such as but not limited to the nature of coordination within the firm, organizational structure, determinants of firms boundaries (Grant, 1996)

In contrast to earlier definition, there are two different complementary approaches: Grant (1996a, 1996b), considers that the central objective of the firm is to coordinate knowledge while other authors consider that the firm is an entity to create knowledge (Nonaka, 1994; Spender, 1996; Tsoukas, 1996; Nonaka et al., 2000).

In the next chapters, we will rise the existing confusion in the utilization of the term knowledge sharing and knowledge transfer and conclude through a fact-based argumentation our choice for knowledge sharing as a mediating variable in our article.

2.1.2 Drawing the borders between knowledge sharing and knowledge transfer

Drawing on the Knowledge-based view theory "creation, coordination, transfer, and integration of knowledge creates competitive advantages for firms" (Ghosal and Moran 1996 (in Sambamurthy and Subramani (2005))). This statement have been enriched by the saying of King (2006) as he states that knowledge transfer is a fundamental process of civilization and that it is central to learning which in turn is critical to development. As it seems to be a definitional paralysis and vagueness in utilization of terms knowledge transfer and knowledge sharing within the literature, we will first detail the perspectives forming the conceptualization of those two terms and then trace the borders between them. Based on the insights distilled we will indicate the most accurate concept to deploy in our study.

Knowledge sharing is the process where two or more individuals or groups actively engage in closing some knowledge gap by communicating, combining and matching their insights (cf. Buckley and Carter, 2004). It is defined as the process aiming at sharing explicit and tacit knowledge between individuals or groups within an organization (Ibrahim and Heng, 2015). Wang and Noe (2010, p. 117) deem the notion of knowledge sharing as "the provision of task information and know-how to help others and to collaborate with others to solve problems, develop new ideas, or implement policies or procedures".

Two constructs are offered to capture success and failure of knowledge sharing: the amount of knowledge sharing (Staples and Webster, 2008) and the quality of the process (Raab et al., 2014): the amount of knowledge sharing refers to the number and diversity of activities in which team members build their collective cognition, such as the provision and discussion of best practices, referral to relevant knowledge carriers, activities of shared problem-solving and the like. The quality of knowledge sharing refers to the content of the process. Typical indicators for the quality of shared knowledge include characteristics such as relevance, accuracy, reliability, timeliness and completeness of shared knowledge (DeLone and McLean, 2003; McKinney et al., 2002). The goal behind knowledge sharing can be summarized into obtaining knowledge, use it in daily work operations, enhance cooperation and relationships between workers, and accumulate knowledge for workers and the whole organization (Lee and Yu, 2011). Firms are interested in knowledge sharing as it enables procedure improvement, promotes substitutability between people (Perrin, Vidal, Mc Gill, 2006), and makes the tasks performed more efficient (Van Winkelen and McKenzie, 2006).

On the other hand, Knowledge transfer is the process through which one network member is affected by the experience of another (Argote & Ingram, 2000). Transfer on its own has been defined in management sciences as: "the mechanism by which built knowledge can lead to the adoption of new individual and organizational behaviors" (Roy et al., 1995). It's a process through which knowledge is transmitted to another individual through knowledge translation into an accessible language and into tools that can be used in a real situation.

Speaking of real business situations, knowledge transfer can support in the decision-making process, implementation of new works rules, change individual or organizational behavior and resolve conflictual situation (Amara et al., 2004). In a growing body of research, scholars argue that organizations able to transfer knowledge effectively from one organizational unit to another are more productive than organizations that are less capable of knowledge transfer

(e.g., Almeida & Kogut, 1999; Argote, Beckman, & Epple, 1990; Baum & Ingram, 1998; Hansen, 2002; Kostova, 1999).

Transfer can also be centered on the mechanisms by which previously learned knowledge can be mobilized to solve a problem faced in a new context. According to Tardif (1999), transfer is referring in that case to “ the cognitive mechanism which consists in using a target task knowledge constructed or a skill developed in a source task” . It is therefore about transformations of the knowledge acquired between two different situations: the one of learning which represents the source, and the one corresponding to the implementation of knowledge which is the target.

Based on a quotation from the Encyclopedia of Knowledge Management (Schwartz, 2006): “An exchange of knowledge between two individuals: one who communicates knowledge and one who assimilates it. In knowledge sharing, the focus is on human capital and the interaction of individuals. Strictly speaking, knowledge can never be shared. Because it exists in a context; the receiver interprets it in the light of his or her own background.” While the same source state upon knowledge transfer, “The focused, unidirectional communication of knowledge between individuals, groups, or organizations such that the recipient of knowledge (a) has a cognitive understanding (b) has the ability to apply the knowledge, or (c) applies to the knowledge.” There are in fact discrepancies between these definitions at different levels (Dan Paulin and Kaj Suneson, 2012) :

Sharing takes place between individuals only versus between individuals, teams, units or organizations

- Focused or unfocused versus clearly focused
- A transaction versus saying that knowledge can never be shared
- Unidirectional versus multidirectional

We got to the point where it's necessary to disambiguate the term knowledge sharing with regards to the knowledge transfer: in fact, these two words are sometimes used interchangeably (Jonsson, 2008), synonymously or might be considered with overlapping content (Paulin, 2002, 2006). Following an extensive review upon the taxonomy of these two words we retained the following dividing lines: when knowledge is viewed as something that is constructed in a social context and which cannot be separated from the context or the individual (or knowledge as a subjective contextual construction, K-SCC) then we are talking about knowledge sharing. On the other hand, when knowledge is viewed as an object (K-O), meaning when the author's view of knowledge tends towards K-O and a similar (if not as clear) then we are talking about knowledge transfer. Knowledge Sharing has been defined by Grant (1996) as an important process in interorganizational collaboration since it's key to generate new ideas and develop new business opportunities through socialization process of knowledge. It has also been defined by Argot & al. (2000) as social interaction between two companies that exchange employee's knowledge, experiences and skills across organization.

In our paper we address knowledge as a concept embedded in social capital interactions so we tend to look at it as a subjective contextual construction. We can thus conclude that the most appropriate term to use is indeed knowledge sharing. Beside the role knowledge sharing plays as a catalyzer of social capital activities and being considered as a core competency and one of the most important processes of Knowledge Management (Pasher and Ronen, 2011) it has been confirmed by different authors (Hult et al. 2006; Ketchen and Hult 2007; Breja, Banwet, and Iyer 2010; Rebolledo and Nollet 2011; Cai et al. 2013; Yang 2013) that knowledge plays a significant role in facilitating effective management of SC.

The exposed literature review has revealed a number of outcomes that are forming the foundations of our work. The literature upon the knowledge-based view theory was constructed on the premise that knowledge is the resource on which firms should capitalize in order to deduct from its application a competitive advantage. As was pointed out, there are two

approaches that shape the literature with a dividing view upon the role of the firm in the ecosystem: it was either positioned as a place for knowledge integration and coordination (Grant, 1996) or a place to create new knowledge (Nonaka, 1994 ; Spender, 1996 ; Tsoukas, 1996 ; Nonaka et al, 2000). In consideration to the main topic of our article in which we positioned supply chain integration as a variable to be explained, we have adopted for the rest of our study the American approach of the KBW in which the firm is a place for coordination and integration of knowledge.

The next point addressed through the literature review upon KBW was focusing on identifying the most representative facet of knowledge to consider in our work to play the role of mediator between SCI and social capital dimensions. In fact, considering the embeddedness of knowledge in social capital interactions and then by highlighting the differentiating line between two terms often used interchangeably (Jonsson, 2008; Hansen, 1999) naming knowledge transfer (in which knowledge is viewed as an object) in contrast with knowledge sharing (in which knowledge is viewed as something that is constructed in a social context and which cannot be separated from the context or the individual) it was obvious that the most appropriate angle to assess the potential mediating role of knowledge between SCI and social capital dimensions is through the variable knowledge sharing.

The next chapters will detail the evidence found in the literature relating the momentum between first SCI and then social capital dimension with knowledge.

2.2 Perspectives for SCI within Knowledge-based view

Over the past years, there has been dramatic pressure on the companies to become more proactive with regards to the volatile demand environments. As a consequence, firms are repositioning themselves by recognizing fully new functions and abandoning old ones: SCM definitely affected by the globalization effect finally receives the attention it deserves and became a prevalent research topic. Integration of supply chain, reputed for being more difficult in practice than in theory (Bask, A., Juga, J. 2001) is on the spotlight of the scholars who intend to disseminate a standard path and normative advice for its implementation but also identify the factors that shape its success or failure to support the companies in their approach. It is in fact a topic that has managerial relevance as well as academic importance.

We are addressing SCI from the premise that a) coordination and information sharing have been identified as a critical pre-condition for effective supply chains (Harland, C.M., 1996; Lee, H.L. et al., 2000) and offers superior flexibility and responsiveness toward the evolving market demand b) and that pursuing SCI involves collaboration at different levels between the stakeholders within the chain making the boundaries of the firms blurred and its success conditioned by the goodwill of the participants who possess the knowledge. The firm being defined within the emerging knowledge-based view (KBV) (Kogut and Zander, 1992; Nonaka, 1994; Udo and Kogut, 1995; Grant, 1996a,b, 1997; Spender, 1996) as an institution for knowledge integration and has a key role of creating, storing and applying knowledge.

Within this perspective, the emphasis is put on the importance of cooperation, collaboration and investing in socialization. Akkermans et al. (2018) confirmed that the foundation of integration are within, among others, cooperation, collaboration, information sharing and trust and managing integrated chains - breaking thus the idea that integration is related to managing individual functional process and taking it to managing integrated chains of processes. Also, according to Schoenherr et al. (2014), knowledge management is a critical factor in SCI decision-making to guarantee strategy improvement and problem solving (Schoenherr et al., 2014). Another author found evidence that knowledge management enhances the exploitation of a SC's intangible resources to generate value (Maqsood et al., 2007)

When it comes to knowledge sharing the scholars Praveen Jeenger and Ravi Kant (2013) have even asserted that it is one of the critical factors for knowledge management adoption in

SC. A statement that has been sustained previously and in the same period of time by other scholars who affirmed that the value of knowledge as a strategic resource enabling more effective management of the supply chain has been recognized (Hult, Ketchen, and Slater 2004; Hult et al. 2006; Yang 2013). According to Lee, Padmanabhan, and Whang (1997a); Lee, So, and Tang (2000) knowledge provides both a motivation for collaboration between supply chain partners and a key element of collaboration between supply chain partners with the potential for enabling more effective integration. Moreover, other authors suggested that an interorganizational collaboration (such as supply chain integration project) are successful when they are characterized by high levels of knowledge sharing and communication skills at both the intra- and inter-organizational levels (Barrat 2004; Clark and Lee 2000).

A considerable number of scholars have investigated the linkage between SCM and Knowledge management: we are referring to the works of Marra et al. (2012), Wong and Wong (2011), Collins et al. (2010), Sambasivan et al. (2009) and Gupta (2006). Most of these studies have put the light on the effects of Knowledge management on SCM but also with SCI (Yang and Wei, 2013; Marra et al., 2012; Shaw et al., 2003). The salience of building a knowledge sharing culture within the company and its supply chain partners has been the subject of the works Liebowitz (2002), Lin (2008) and Nah et al. (2002), who draw on the organizational effectiveness literature, considering it as the ultimate organizational pre-requisite any interorganizational systems implementation.). A recent study by Zeraati & al. (2020), put the light on the potential role played by knowledge sharing on the success of SCM systems and the smoothening of SCM challenges. The results obtained through a PLS approach showed a positive relationship between knowledge sharing and the success of SCM systems. Also the scholar Lin, H. F. (2014) investigated empirically the relationship between knowledge sharing across firms and SCI. He found convincing empirical evidence of direct and indirect effects between both through qualitative level of partnership. In his own word he stated that “Knowledge sharing across organizations can sustain partnership success and strengthen cooperative long-term relationships, thus tend to achieve successful supply chain integration”. In the same vein, the scholar Chong et al. (2009) argued that the firms who are mindful to knowledge sharing culture have great chances to develop and implement SCI. The creation of an adequate environment in which the focal firm as well as the its selected supply chain partners share a mindset axed on knowledge sharing is a factor that enables and facilitate in turn the implementation of SCI.

According to Blome, C., Schoenherr, T. and Eckstein, D. (2014), knowledge management is a critical factor in SCI decision-making to guarantee strategy improvement and problem solving. Another author found evidence that knowledge management enhances the exploitation of a SC's intangible resources to generate value (Maqsood et al., 2007).

When it comes to knowledge sharing, explained by social exchange theory, it is considered as a socialization mechanism that has direct impact on managing relationships across firm's boundaries (Anderson and Weitz 1992; Morgan and Hunt 1994; Sivadas and Dwyer 2000).

The scholars Rainer and Sari (2009) have proposed a theoretical model addressing the role of knowledge sharing in supply chain integration processes. The conceptualized schema showed the potential role of knowledge sharing, considered by the scholars as a focal element of the integration process, in supporting the full process of SCI. Unfortunately this model have not been tested empirically to confirm or not the potential relationship. Few years later, the scholar Hsiu-Fen Lin (2014) investigated empirically the relationship between knowledge sharing across firms and SCI through his article “The impact of socialization mechanisms and technological innovation capabilities on partnership quality and supply chain integration” – Knowledge being a mechanism of socialization. He found convincing empirical evidence of direct and indirect effects between both through qualitative level of partnership. In his own word he stated that “Knowledge sharing across organizations can sustain partnership success and

strengthen cooperative long-term relationships, thus tend to achieve successful supply chain integration.”. In the same vein, the scholar Chong et al. (2009) argued that the firms who are mindful to knowledge sharing culture have great chances to develop and implement SCI.

To summarize, whether the target of the company is to reach full or partial SCI, operational integration with its components supported with relational integration activities reinforced by effective and intensive communication and social interaction activities are required. The works of previous authors have showed the salient role played by knowledge in general in enabling effective management of SC (Hult et al. 2006; Ketchen and Hult 2007; Breja, Banwet, and Iyer 2010; Rebolledo and Nollet 2011; Cai et al. 2013; Yang 2013).

Based on the exposed literature we have showed that the creation of an adequate environment in which the focal firm as well as the its selected supply chain partners share a mindset axed on knowledge sharing is also a factor that enables and facilitates in turn the implementation of SCI. In fact, considering our view of the latter (SCI) as a complex process requiring high levels of socialization activities : reaching information integration and actors integration requires a high level of interaction and communication between various stakeholders within and between the firm. Knowledge sharing culture as well as investing in socialization mechanisms such as knowledge are stemming for improving the chances of the companies to succeed their SCI project. In conclusion, by relying on the KBV perspective we have solid arguments that plead for the potential relationship between knowledge sharing and SCI.

The next paragraph will zoom on the evidence found in the literature bridging knowledge sharing with the different dimensions of social capital applicable to SCI.

2.3 Perspectives for Social capital dimensions within Knowledge-based view

Although, it is agreed in the literature that social capital theory is difficult to define homogeneously, we performed an extensive literature review to ultimately stabilize our understanding and then base our work on the theoretical model of Nahapiet and Ghosal's (1998). The utilization of this particular framework is supported by different rational: it is inclusive and integrative of the different social capital facets presented in the literature by other authors and other perspectives (Bolino et al., 2002). The framework doesn't make the amalgam between relational and cognitive dimension which were conceptualize as one dimension in addition to the structural dimension by some scholars such as Van Bastelaer (2001); Chou and Yuan (2006); Grootaert et al. (2003) ; Krishna and Shrader (1999) ; Uphoff (1999). The framework is also inclusive of both private and public good perspective of social capital (Nahapiet and Ghoshal, 1998) which is perfectly aligned with our study also because of the organizational perspective suggested by Nahapiet and Ghosal (1998). In fact this framework is the most adopted in the research's related to studying social capital at the organizational level and makes it a good candidate to study supply chain integration within and between firms.

When it comes to the facets of the three dimensions of social capital with the selected framework, we have retained for our model the most important ones applied in studies involving organization naming :

- According to Fukuyama (1995) as well as Cohen and Prusak (2001) trust is one of key facets of the relational dimension of social capital
- According to Putnam (2000) norms of reciprocity is one of key facets of the relational dimension of social capital
- According to Nahapiet and Ghosal (1998) identification is one of key facets of the relational dimension of social capital
- According to J. Scott (1991) and M.L. Songini (2003), the key facet of the structural dimension in organizational context is the presence or absence of social interaction ties

- According to Tsai and Ghosal (1998) as well as Cohen and Prusak (2001) shared vision is one of key facets of the cognitive dimension of social capital
- According to Nahapiet and Ghosal (1998) shared language is one of key facets of the cognitive dimension of social capital

The hypothesis formulated in our article potentially linking social capital with knowledge sharing are built on the postulate that social capital, defined as the network of relationships embedded in actors or social networks that are inclusive of the resources possessed by them, have a strong impact on the extent to which knowledge exchange between the said actors happens (Nahapiet & Ghosal, 1998). This relationship have been subject to different studies that either bridged knowledge sharing to social capital as a unidimensional variable – as per the work of Setini & al. (2021) who studied the mediating effect of knowledge sharing between social capital and marketing performance – or considered it as a multi-dimensional variable as per our article. Based on this premise, we will detail in the next paragraph the literature indicating the impact existing between each of the retained social capital dimensions and knowledge sharing and which will form in turn the basis of the hypothesis.

2.3.1 The Impact of Relational Dimensions on KS

Relational dimension is the kind of personal relationships people develops with each other through a history of interactions (Nahapiet & Ghoshal, 1998).). It refers to the “assets that are rooted in these relationships” (Tsai and Ghoshal, 1998, p. 465). A recent study by Ganguly & al. (2019) showed through empirical results that relational social capital was positively associated with knowledge sharing. However, in our article we will not address relational dimensions of social capital as a unidimensional variable but rather study the potential relationship between each of the three retained facets of relational social capital on knowledge sharing.

We will present next the evidence from the existing literature relating the impact of the retained facets of this dimension naming trust, norms of reciprocity and identification on knowledge sharing.

2.3.1.1 Impact of trust on KS

Based on a corpus body of research (Fukuyama, 1995; Gambetta, 1988; Putnam, 1993, 1995; Ring & Van de Ven, 1992, 1994; Tyler & Kramer, 1996) there is evidence that when relationships are marked by trust, individuals are more willing to engage in social exchange in general and knowledge exchange in particular. According to researches of de Vries, Van den Hoof and De Ridder (2006) parties disseminate naturally knowledge with no tangible expectation other than feeling satisfied when the relationship is characterized by an elevated level of trust. Furthermore, trust is also perceived as a key factor fostering the willingness of the parties to share knowledge, affecting interfirm knowledge transfer and creation (Inkpen and Tsang, 2005) and also a major facilitator of social exchange transactions (Bartol and Srivastava, 2002). Trust helps exclude the opportunistic behavior scenarios from the mind of the stakeholders and thus enables their engagement into knowledge sharing process with the other actors whom they trust (Inkpen & Tsang, 2005). In the same line of ideas, Nonaka (1994) highlights that inter-personal trust is a determining factor for building a context suitable for knowledge sharing activities - Knowledge sharing being considered as an important process in interorganizational collaboration (Grant, 1996) such as supply chain integration projects. Furthermore, other scholars naming Mora-Valentin et al. (2004) claim that trust increases the success of cooperative agreement while the authors Kale & al. (2000) and Mu, Peng, & Love (2008) claim that trust increases opportunities for knowledge exchange. A more recent study lead by the scholars Paola García-Sánchez et al. (2019) upon the impact of social capital dimensions on knowledge sharing in academic research teams reflected that trust had a positive and significant effect on knowledge sharing withing the studies setting.

We cite the famous work of Fukuyama (1995) in which he claims that a high level of trust between individuals is at the origin of their willingness to engage in social exchange in general, and knowledge exchange in particular. In fact trust helps in creating and maintaining ties which consequently, as per the finding of Blau (1964), leads to sharing knowledge of good quality. In the same line of ideas, we quote a more recent piece of research by the scholar Kmiecik, R. (2020), who showed empirical evidence from Poland that trust, even when dissected into vertical and horizontal trust, have a positive impact on knowledge sharing - which was presented in their work as a multidimensional variable encompassed of knowledge donating and knowledge collecting.

We close up this paragraph by a special note: some scholars did study the relationship between the two variable but focused on the impact played by trust on the willingness to share knowledge. We cite for instance the recent work of Ouakouak, M. L., & Ouedraogo, N. (2019) who found out, based on an empirical study, that in fact professional trust have a positive influence over knowledge sharing. Although interesting, this dynamic is not covered by our article.

2.3.1.2 Impact of Norms of Reciprocity on KS

In our work we consider reciprocity as per the definition of Blau (1964) “the actions that are contingent on rewarding reactions from others and that cease when these expected reactions are not forthcoming.” (p.6). Another stream of authors naming Dyer & Nobeoka (2000), Hall, (2001), Kankanhalli et al., (2005), Schultz, (2001), Wasko & Faraj (2005) were more specific as they considered reciprocity as effective extrinsic motivation in promoting knowledge sharing. Chennamaneni et al. (2012) as well as Davenport and Prusak (1998) in their frame of knowledge market idea, have even qualified reciprocity of being a motivator and a driver of employees willingness to share knowledge, which means that if they sense that the other stakeholder will respond positively to norms of reciprocity then they will be more open to share his knowledge.

Different empirical works share the same idea, of which we quote: Bock et al. (2005) who proved empirically that when a relationship is characterized by a high level of reciprocal action it overall has a positive impact on the intention of the stakeholders to engage in knowledge sharing activities. Wasko & Faraj (2005) share the same idea that he tested in the context of electronic network: he found evidence that knowledge sharing is enabled when there is a high presence of the reciprocity sense.

According to the works of Chiu et al. (2006) who capitalized on social capital theory to investigate the motivations behind people's knowledge sharing in virtual communities, he found positive relationship between the norms of reciprocity and knowledge sharing.

Also, drawing on the works of Y.S. Hau et al. (2013) who explored the effects of individual motivations and social capital on employee's tacit and explicit knowledge sharing intentions, they found empirical evidence confirming that reciprocity, among other individual motivation dimension, contributes significantly to enhancing employee's tacit and explicit knowledge sharing intentions. Finally, we cite the work of Lin, H. F. (2007) who also showed that reciprocal benefits are positively impacting employee's intentions regarding knowledge sharing.

2.3.1.3 Impact of Identification on KS

Identification labeled among the key facets of the relational dimension of social capital by Nahapiet & Ghosal (1998) has been by the same scholars as “the process whereby individuals see themselves as one with another person or group of people.” (p. 256). In other words, identification is making reference to the sense of belonging to a social group or community and feeling of togetherness, an enabler to motivate individuals to share the knowledge embedded in

their mind as they see the other persons as their group-mate (C.-M. Chiu et al., 2006). Nahapiet & Ghosal (2008) argued that this facet can be accountable for motivating the stakeholder to combine and exchange their knowledge with their comrade from the same social group or, in the case of its absence or conflicting identities, turn into a barrier to information sharing, learning and knowledge creation (Nahapiet & Ghosal, 1998). Identification is in fact a resource that has an impact on the way the stakeholders with a common sense of belongingness and positive feeling toward a social community perceive the benefits of knowledge sharing (Nahapiet & Ghosal, 1998). The work of Chiu et al. (2006) on understanding knowledge sharing in virtual communities through the integration of social capital theory has shown a significant positive relationship between identification and knowledge sharing. Identification to a social group or community acts as a simulator of knowledge sharing (Chiu et al., 2006), influencing the opportunities for exchange perception between, partners and improve the frequency of cooperation.

2.3.2 The impact of structural dimensions on KS

Structural dimensions of social capital regards the overall pattern of connections between actors: Nahapiet and Ghoshal (1998) draws on Granovetter's (1992) structural embeddedness – which describes the impersonal configuration of linkages between people or units – to specify this second dimension of social capital.

A recent study by Ghahtarani & al. (2020) showed through empirical results that structural social capital was positively associated with knowledge sharing. We will present next the evidence from the existing literature relating to the impact of the retained facet of this dimension naming the impact of the level of social interaction tie on knowledge sharing.

2.3.2.1 Impact of Social Interaction Ties on KS

The presence or absence of social interaction ties between stakeholders is among the most important facets of the structural dimension of social capital (Nahapiet and Ghosal, 1998; Scott, 1991; Songini, 2003). In this vein, Nahapiet and Ghosal asserted that “the fundamental proposition of the Social Capital Theory is that network ties provide access to resources” (p. 252), a statement that is aligned with the idea of Tsai and Ghosal (1998) considering that social interaction ties in particular are channels for information and resource flows - which means that we can be granted access to an actor's resources such as his knowledge thanks to the social interactions we have maintained with him.

In our article with relation to SCI project, social interaction ties are represented through the strength of the relationships between the internal units of a firm or external partner in the frame of a collaboration project which is itself measured through the amount of time spent in exchanging information and knowledge, frequency of their interactions and number of people with whom we interact from distinct departments within the same firm or between two or more external partners. The scholars Larson (1992) and Ring and Van de Ven (1994) argued that there is a positive relationship between the level of social interaction and the intensity, frequency and breadth of information exchanged. When it's applied to internal SCI project, it means that the more we have social interactions between the different departments or business unit, the more the boundaries between them is erased to leave space for the formation of common interests and favorable frame for collaboration and exchange and combination of resources such as knowledge (Tsai and Ghosal, 1998).

Wenpin Tsai (2002) provided an empirical study demonstrating evidence upon the impact of social interaction on knowledge sharing between firms having collaborative and competitive ties: the results of his study showed that informal lateral relations, in the form of social interaction, have a significant positive effect on knowledge sharing among units that compete with each other for market share, but not among units that compete with each other for internal resources. Another empirical study conducted by C-M Chiu, M-H Hsu, and E. T. G. Wang

(2006) has demonstrated a significant positive relationship between social interaction ties and knowledge sharing when studied in the frame of understanding knowledge sharing in virtual communities. In the same line of ideas, the scholars P.J. Lane, M. Lubatkin (1998) asserted that close social interactions allow actors to increase the depth, breadth and efficiency of mutual knowledge exchange. We also quote the works of Yli-Renko et al. (2001) exploring the interactions between social capital, knowledge acquisition, and knowledge exploitation of young technology-based firms, he stated that there is a positive relationship between knowledge acquisition and resource exchange and combination (Tsai & Ghoshal, 1998). – which means that social interactions enhance exchange of knowledge,

2.3.3 The impact of cognitive dimensions on KS

Cognitive dimension, refers to those resources “providing shared representations, interpretations, and systems of meaning among parties” (Cicourel, 1973). A recent study by Ganguly & al. (2019) showed through empirical results that cognitive social capital was positively associated with knowledge sharing. However, in our article we will not address cognitive social capital as a unidimensional variable but rather study the potential relationship between each of the two retained facets of cognitive social capital on knowledge sharing.

We will present next the evidence from the existing literature relating the impact of the retained facets of this dimension naming shared language and shared vision on knowledge sharing.

2.3.3.1 Impact of shared language on KS

Shared vision is among the key facets of the cognitive dimension of social (Nahapiet and Ghosal, 1998). According to Lesser and Storck (2001) this facet is inclusive of more than the language itself and encompasses “the acronyms, subtleties, and underlying assumptions that are the staples of day-to-day interactions”(p. 836). Shared language has been conceptualized by Nahapiet & Ghoshal (1998) as the overlap in knowledge and thus it makes it possible for the stakeholders to combine the knowledge gathered through social interactions. This conceptualization found its roots in the idea of absorptive capacity of Cohen and Levinthal (1990) as they argued that “ the ability to evaluate and utilize outside knowledge is largely a function of the level of prior related knowledge” (p. 128) while they mean by “prior related knowledge” basic skills, a shared language and knowledge of scientific or technological developments in a given field.

When collaborating partners share the same vocabulary in their domains, communication is enhanced and they are more motivated to engage in knowledge exchange activities (C.-M. Chiu et al, 2006). The works of Tagliaventi, Bertolotti, and Macrì, (2010) showed empirically that knowledge flows within inter-organizational communities thanks, among others, to sharing the same language between the involved actors. The most cited work relating the potential impact of shared language on knowledge sharing is the one of Nahapiet & Ghosal (1998) who explicitly highlighted that a shared language is accounted for impacting knowledge sharing positively by enhancing the ability of people to reach each other’s information.

2.3.3.2 Impact of Shared Vision on KS

Shared vision is among the key facets of the cognitive dimension of social (Tsai and Ghosal,1998; Cohen and Prusak,2001). According to Tsai and Ghosal (1998) this facet “embodies the collective goals and aspirations of the members of an organization” (p. 467) adding to it that the exchange and sharing of resources, such as knowledge, between partners is likely to happen when the units of the firm or the external partners share a common vision since they see the potential value behind and thus act as a bonding mechanism that allows for the integration and combination of knowledge as a resource. In fact the sharing of a common

vision enables the stakeholders, either internal units or external partners, to reinforce and motivate their intentions and willingness to share knowledge (Cohen and Prusak, 2001).

An empirical study conducted by Adjo Prasetyo (2014) aiming at understanding knowledge sharing and social capital in social network sites using an online survey and partial least square path modeling (PLSPM), has shown that shared vision is positively related to knowledge sharing. Another empirical study conducted by Bautista and Bayang (2015) upon exploring the role of social network, social trust and shared goals on organizational-knowledge sharing showed that the greater the shared goals among organizational members, the more favorable will be the attitude toward knowledge sharing. They proved through their studies that social network, social trust and shared-goals are highly significantly related to attitude towards knowledge-sharing, subjective norms on knowledge-sharing and intentions to knowledge-sharing. We quote another scholar with findings aligned with this view naming Chow & Chan (2008) who found out that sharing a common vision enhances the willingness of individuals to share knowledge of organizations.

Another stream of authors broached the topic from the angle of the effect of lack of vision between team members: it appears that it leads to misunderstandings that in turn leads to stopping knowledge sharing between them (Du Chatenier et al., 2009; Horwitz, 2005).

Section's synthesis

Going beyond the theoretical lack of consensus on how to define social capital (Inkpen & Tsang 2005; Nahapiet & Ghoshal 1998), we endorse in this article the premise that it plays the role of a key enabler for knowledge sharing (Brachos & al., 2007; Chaminade & Roberts 2002) and ultimately in achieving organizational goals (Adler & Kwon 2002; Burt 1997; Cohen & Prusak 2001; Nahapiet & Ghoshal 1998; Putnam 1995; Tsai & Ghoshal 1998). By relying on the framework of Nahapiet & Ghoshal (1998), qualified as the most adopted in the research's related to studying social capital at the organizational level, we have limited the scope of our study to three social capital dimension naming: relational, cognitive and structural with different retained facets per each. As a result of the extensive literature review performed, we found consistent evidence supplemented by different empirical studies pin-pointing the potential impact of the retained facets of social capital on the willingness of the stakeholders part of a collaborative project, such as SCI ones, to share actively and willingly their knowledge.

These findings are in symbiosis with the role attributed to knowledge sharing in this article as a mediating variable between social capital dimensions and SCI project.

2.4 Discussion and global synthesis

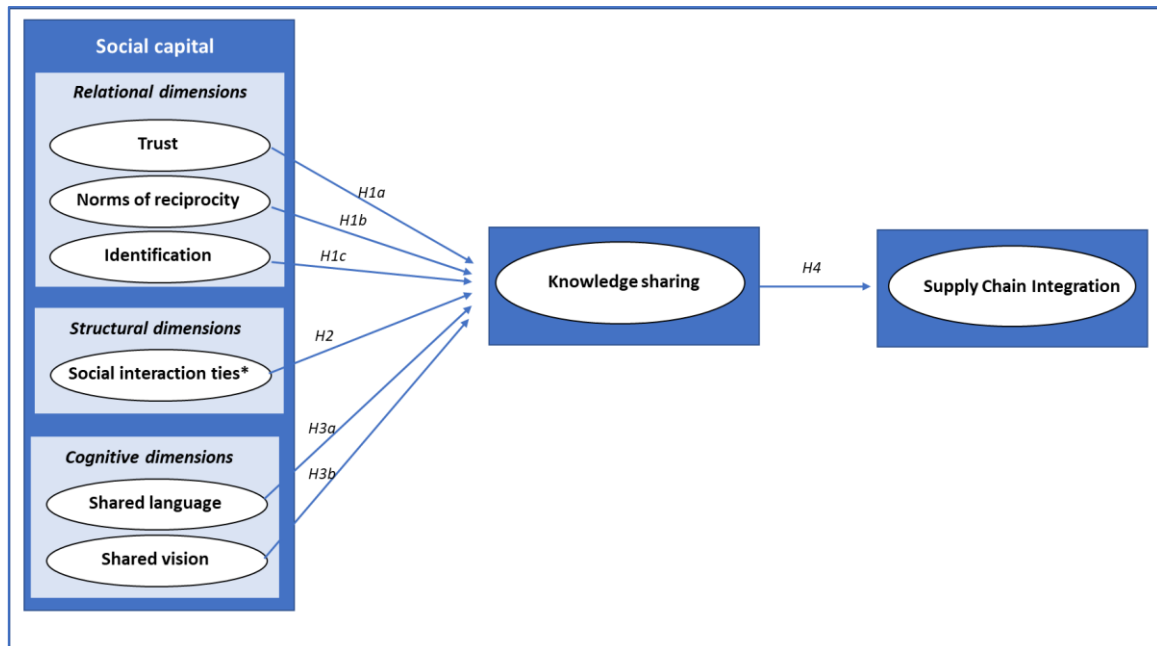
Dynamic market demand as well as the pressure released by the global competition (Krause et al., 2007; Lii and Kuo, 2016) are among the factors that have fueled and nourished the quest of firms for new improvement tracks to enjoy stable and long-term competitive advantage. Supply chains competing against other supply chains, instead of firms competing against firms, is one of the new battle fields that companies intend somehow to apprehend by identifying the best path toward achieving SCI and consequently unlock the potential benefits expected from such collaborative project.

Within our article we aimed at supporting companies in identifying enabling factors that can alleviate the failure risk inherent to any SCI project and in fine capture the benefits of synergy in the frame of intra and inter-organizational collaborations. In this optic, we did conceptualized SCI as the essence of SCM, a form of social dilemmas and strategic form of alliance while we capitalized on social capital as a grounding theory and mobilized knowledge-based views as a lens to bridge the social capital dimensions with SCI. In fact we have positioned knowledge sharing as the mediating variable embracing the mission to explain the not-obvious passage from the explanatory variables naming the retained social capital dimensions to the variable to be explained naming SCI.

Considering the literature review presented, we found strong supplements pleading for the existence of a potential dynamic and impact exerted by the different dimensions of social capital on the willingness of the stakeholders part of a collaborative project to share their knowledge. Also, it has appeared that different studies have looked into the potential impact of the willingness to share knowledge by the stakeholder on the success and reaching of SCI.

We have crystallized these findings into a theoretical research model schemed in figure 1 below and did formalize seven hypotheses shaping the relationship between the different variables.

Figure 1: Proposal of a research model



Source: Author

In this direction, we have formulated the potential hypotheses² in table 1 and which were sustained by the work of different scholars that are pin-pointed in the same table.

² Disclaimer: as this article is dedicated for literature review aiming at retracing the existing evidence from the literature linking knowledge sharing with SCI and social capital dimensions, it is thus not in the agenda to operationalize the variables forming the suggested model nor detailing their measuring scales. It can be in fact the subject of a future empirical study.

Table 1: Summary table of research hypothesizes

Research hypothesis	Foundation of the hypothesis
H1a: There is a positive relationship between trust and the willingness of the individuals to share their knowledge	<i>Fukuyama (1995); Kale, Singh, &Perlmutter (2000); Inkpen and Tsang (2005); de Vries, Van den Hoof and DeRidder (2006); Mu, Peng, & Love (2008)</i>
H2a: There is a positive relationship between norms of reciprocity and the willingness of the individuals to share their knowledge	<i>Davenport and Prusak (1998); Wasko & Faraj (2005); Bock et al. (2005); Lin (2007); Chennamaneni et al. (2012);</i>
H3a: There is a positive relationship between identification and the willingness of the individuals to share their knowledge	<i>Nahapiet & Ghosal (1998); Chiu et al. (2006)</i>
H2: There is a positive relationship between social interaction ties and the willingness of the individuals to share their knowledge	<i>Nahapiet &Ghosal (1998) ; Tsai & Ghosal (1998); P.J. Lane, M. Lubatkin (1998), Yli-Renko et al. (2001) Wenpin Tsai (2002); Chiu et al. (2006)</i>
H3a: There is a positive relationship between shared language and the willingness of the individuals to share their knowledge	<i>Nahapiet and Ghosal (1998); Chiu et al. (2006); Tagliaventi, Bertolotti, and Macri, (2010)</i>
H3b: There is a positive relationship between shared vision and the willingness of the individuals to share their knowledge	<i>Horwitz (2005); Tsai and Ghosal (2008); Chow & Chan (2008), Du Chatenier et al., (2009); Cohen and Prusak, (2011); Adhi Prasetyo (2014); Bautista and Bayang (2015)</i>
H4: There is a positive relationship between knowledge sharing and achieving SCI	<i>Lee, Padmanabhan, and Whang (1997); Clark and Lee (2000); Lee, So, and Tang (2000); Barrat (2004); Chong et al. (2009); Hsiu-Fen Lin (2014) ; Blome, C., Schoenherr, T. and Eckstein, D. (2014)</i>

Source: Personal elaboration

We highlight that these hypothesizes require a deeper theoretical investigation to operationalize their forming variables.

3 Conclusion

With the increasing pressure on firms to become more competitive and agile toward the ever-changing customer demand and request for more customization (Krause et al., 2007; Lii and Kuo, 2016), there is a growing interest in the arena for insights on mechanisms and standard paths toward successful SCI initiatives. A quest that is, although recognized by scholars, remains untreated in a satisfactory and homogeneous way with consideration to the multiple angles available to address this subject.

Building on social capital theory, we ambioned through this article at revealing the enabling factors of a successful and smooth supply chain integration project by drawing the light on the potential critical role played by knowledge sharing in the dyad social capital dimensions – SCI.

Our article being classified as a literature review, we have tough came up with a consistent theoretical research model pleading for the existence of a relationship between social capital dimensions and SCI which is mediated by the variable knowledge sharing.

As we built our article on the premise that SCI is a form of social dilemma (McCarter et Northcraft, 2007;Fawcett et al., 2008 ; Agarwal & al., 2010; McCarter, Mahoney and

Northcraft, 2009, 2011 ; Zhao, 2011) and strategic alliance with external supply chain partners and/or internal departments (Flynn et al. 2010), we have considered based on previous literature review that social capital dimensions (naming, as defined in the framework of (Nahapiet & Ghoshal 1998), structural, relational and cognitive dimensions) might have an impact on fostering the achievement of SCI. We quote next our proper definition reflecting on this relationship, “Considering SCI as a collective strategical approach requiring effort mobilization from stakeholders, who are brought together from different work sites and backgrounds with potentially conflicting short term interests yet a long-term win-win equation, it represents an essentially relational stake subject to significant social dynamics.” (M. El Abboubi, 2021).

However, since this relationship is not obvious, we have used the knowledge-based view as a lens to bridge these two blocs of concepts. This line of research was investigated thanks to indications and references found in the literature alluding to the existence of a dynamic between “social capital dimension & knowledge sharing” and between “SCI & knowledge sharing” – of which we mention the foundations below:

By definition, social capital has been presented as a complex concept that refers to social embeddedness of a company in a network (Granovetter, 1985) and representing the ability of actors to obtain benefits by virtue of membership in various social structures (Portes, 1998). Among the benefits that are most cited in the literature, we encounter the access to privileged knowledge (Inkpen and Tsang, 2005). On the other hand, coordination and information sharing have been identified as a critical pre-condition for effective supply chains (Harland, C.M., 1996; Lee, H.L. et al., 2000) while pursuing SCI implies collaboration and coordination at different levels. Moreover, knowledge sharing has been pointed out as having the potential to enable more effective SCI projects (Lee, Padmanabhan, and Whang 1997a; Lee, So, and Tang 2000). These first indicators raised our attention to put the light on the evidence found in the literature that are in fact bridging social capital and SCI through knowledge sharing.

In terms of contributions to the research arena, our article was centered upon underscoring the existing research studying the nature of the relationship between the variables retained and that were subject to empirical testing in different context. The second contribution of this work is upon drawing borders and disambiguating the two terms knowledge sharing and knowledge transfer. These two words were used interchangeably by some authors (Jonsson, 2008) and considered as synonymous and sometimes considered with overlapping content (Paulin, 2002 , 2006). An extensive taxonomy review was made to ultimately clarify the border line between both and factually indicate which one is most appropriate to use in our work. The election of knowledge sharing to the detriment of knowledge transfer was because the latter views knowledge as an object while in the knowledge sharing view knowledge is viewed as something that is constructed in a social context and which cannot be separated from the context or the individual. Last but not least, the major contribution of our literature review is the proposal of a research model and formulation of its related hypothesizes that were supplemented with strong evidence from previous research works and that needs to be tested empirically on a chosen field.

- ***Limits & further discussions***

This study increases awareness and understanding of the scant previous studies on the links between social capital facets and willingness to share knowledge to achieve SCI. For future research, the variables forming this theoretical model should be subject to operationalization. The latter step is critical: not only it serves for translating the variables into measurement indicators that allow the field to be approached with measuring instruments observable in the field but also these same indicators will in fine form the questionnaire intended for the respondents.

Once this step completed, the researcher should elect the adequate empirical field to test these hypotheses. The particularity of this process in the context of our study is that the empirical testing should be performed in a research field which is sufficiently mature particularly in terms of practices related to SCI. In fact, the elected sample should have sufficient pool of actors that are responding to the norms of representativity especially that in our case one firm is equivalent to one unit of analysis. A reorientation toward Western countries such as the ones of central Europe could be an option but still with the barrier of accessing notable database of companies to consider in the study.

Another line of research to explore is to dissect the variable knowledge sharing into tacit knowledge sharing Vs. and explicit knowledge sharing as per the taxonomy suggested by Kogut and Zander (1992) ; Nonaka (1994) ; Grant (1996a,b) ; Szulanski (1996) and Gupta et al. (2000). Explicit knowledge is the one easily codified such as facts, it is described as information written in a formal language (Ooi et al., 2009) and further expressed in the form of rules, principles and guidelines (Nonaka, 1994). On the other hand, tacit knowledge is difficult to codify and expected to be more challenging to identify, interpret, and communicate such as production knowledge. Its transfer (tacit knowledge) can be complex and requires time as it's embedded within the stakeholders, it can be observed only through the application and acquired through practice (Grant, 1996a,b). It is thus interesting to study the relationship of both categories of knowledge transfer on SCI and social capital dimensions.

The same goes for SCI which we have considered as a unidimensional variable (Busch and Dangelmaier, 2001 ; Kim, 2006; Villena et al., 2009 and Wu et al., 2004) while some other scholars such as Fabbe-Costes and Jahre (2008) defined it as a multi-dimensional construct that can be observed from different layers naming the integration of physical, information and financial flow; the integration of processes and activities; the integration of technologies and systems and the integration of actors. In the same perspective, we also suggest the mobilization of the categories of SCI suggested by the authors Zhao, X., Huo, B., Selen, W. and Yeung, J. (2011), naming: strategical integration, relation SCI, supplier SCI, customers SCI, information SCI and integration of measurement systems.

The enrichment of our current model with a more detailed categorization of SCI and or knowledge sharing will make the results more accurate and will allow the researcher to formulate precise recommendations to the firms to address better the perilous path toward successful SCI. We highlight though that over-engineering the model will bring an extra-level of complexity to address.

When it comes to the limitation of this theoretical model we are aware that we have focused on paths from six facets of social capital dimensions to knowledge sharing and omitted to study the potential interactions between the facets. In fact, there is evidence in the literature indicating that those facets are also having an impact on each other. For instance, trust, which is according to Inkpen & Tsang (2005) one of the most researched and critical factors impacting knowledge sharing, have the potential interrelation with other dimensions of social capital (Bond III et al., 2008; Tsai & Ghoshal, 1998). To be precise, Tsai and Ghosal (1998) are arguing that social interaction ties and shared vision are significant predictors of trust. These relationships were not investigated in our article and are not part of our model – thus representing a potential lead to investigate in the future.

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