Internal Social Capital on Tacit Knowledge Sharing: An Empirical from Cultural Creative Industry

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ABSTRACT

This study investigates the impact of social capital on tacit knowledge sharing within Chinese cultural and creative teams. Social capital comprises social networking, shared language, and trust, elements crucial for effective communication and collaboration within any organizational setting. Drawing on Nahapiet and Ghoshal's multidimensional framework, this research explores how the structural, cognitive, and relational dimensions of social capital facilitate tacit knowledge sharing among team members. This study hypothesized that enhanced social capital, achieved through improved networking, language, and trust, significantly boosts tacit knowledge exchange. To test these hypotheses, data was collected through a questionnaire survey employing snowball sampling among cultural and creative teams, and analyzed using structural equation modeling (SEM). The results demonstrate that social networking not only directly augments tacit knowledge sharing but also does so indirectly, mediated by shared language and trust among team members. These findings offer new insights into the influence of social capital's structural, cognitive, and relational dimensions on tacit knowledge sharing, emphasizing the complex interplay of these dimensions. The study concludes with practical managerial recommendations based on these empirical findings.

1. INTRODUCTION

In the context of China's national economy, cultural and creative industries emerge as pivotal sectors. Creativity, however, transcends mere acquisition of explicit knowledge from textual sources; it necessitates the harnessing of unique, often unarticulated knowledge, ideas, and experiences intrinsic to creative team members. This tacit knowledge fosters the genesis of novel creativity and ideas through its effective dissemination within the team. As Mascitelli [1] elucidates, tacit knowledge constitutes the bedrock of innovation in cultural creativity teams, where its member-centric exchange acts as a catalyst for continual ideation. Echoing this sentiment, Venkataramani and Tang [2] highlight the nature of cultural creativity teams as knowledge-intensive entities, emphasizing that knowledge collaboration among team members propels the team towards enhanced ideation. Consequently, pinpointing and synergizing key influences on tacit knowledge sharing within a team becomes crucial for the flourishing of cultural and creative teams.

In collaborative team settings, individual knowledge and resources often prove insufficient for complex project tasks, a notion underscored by Hawkins [3]. Success in teamwork hinges on the team's collective communication abilities, knowledge sharing, and the synergistic utilization of skills and expertise to achieve common objectives. Janhonen and Johanson [4] emphasize the necessity of forging social networks among team members for the effective exchange and diffusion of tacit knowledge, crucial for the development of technical solutions that advance the team's project. Consequently, interpersonal networks within the team emerge as invaluable, providing a shared capital that facilitates the task process, as illustrated by Love et al. [5].

The concept of "social capital," initially introduced by Jacobs [6], posits that social capital is an accumulation of personal relational resources over time, laying the foundation for trust, cooperation, and collective action within communities. Subsequently, scholars like Pena-López and Sánchez-Santos [7] have suggested viewing social capital as a beneficial asset to its possessors. Research on knowledge management in Taiwanese tech companies by Yen et al. [8] revealed that abundant social capital fosters knowledge sharing among team members. Moreover, Chen et al. [9] confirmed a significant positive correlation between rich social capital and the creative development of R&D teams. However, the ultimate value of a given form of social capital also depends on contextual factors. Therefore, Gabbay et al. recommend analyzing social capital in team contexts from individual, team, organizational, and inter-organizational perspectives [10,11]. Sechi et al. [12] focused

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on knowledge sharing at the corporate level but lacked exploration of the relationship between social capital and knowledge sharing at the individual level. Kim [13] emphasized that social capital is the starting point for internal knowledge sharing and integration in organizations, where employee interactions and relational networks are fundamental factors influencing organizational development. Thus, studying individual-level social interactions aids organizational managers in theoretically and practically understanding how social capital impacts employees' willingness or behavior to share knowledge [14]. Despite numerous studies exploring the value of social capital in social sciences, the cultural and creative industries being emergent fields have seen scant scholarly analysis of the role of social capital in implicit knowledge sharing among members in cultural and creative project team contexts, which is the focus of this study.

Social capital plays a crucial role in influencing implicit knowledge sharing among team members, as highlighted in recent research by Ha et al. [15]. Guo and Ahn [16] further emphasize the significance of social capital for knowledge sharing and organizational innovation, particularly in the knowledge and creativity-oriented cultural and creative industries. While social capital is recognized as a multi-dimensional concept, encompassing trust, network connections, and norms [17], along with broader definitions proposed by Nahapiet and Ghoshal [18], Putnam [19], Chisholm and Nielsen [20], there remains a lack of studies examining the interplay between different dimensions of social capital and their collective impact on internal team implicit knowledge sharing Zhang et al. [21]. This study, grounded in social capital theory, focuses on personal interactions within cultural and creative project teams, discussing (1) the relationships between three dimensions of social capital (social networks, shared language, and trust) and (2) constructing a conceptual model to test how shared language and trust function as mediators affecting implicit knowledge sharing. The study begins with an introduction of the foundational theories and hypotheses, followed by an explanation of the research methods and data analysis, concluding with findings based on the tested hypotheses.

2. THEORETICAL BACKGROUND AND HYPOTHESES

2.1 Social Capital Theory

This study explores the impact of structural, cognitive, and relational social capital on implicit knowledge sharing behaviors, based on the dimensions of social capital defined by Nahapiet and Ghoshal [18]. Social capital, embedded in the relational networks of individuals or organizations, includes interpersonal relationships and resources rooted in these relationships [22]. Various scholars interpret the dimensions of social capital differently, but many agree that it is a multi-dimensional concept encompassing structural, relational, and cognitive aspects [18]. The structural dimension refers to the forms of connections between people, such as how and with whom connections are established. The cognitive dimension includes shared background information, like similar experiences, common language, and shared goals. The relational dimension describes resources embedded in social relationships, such as trust, commitment, and reciprocity. For members of a social network, benefits of social capital include broader information sources and access to experiences and skills otherwise unavailable.

In cultural and creative teams, the level of knowledge sharing among members significantly influences their development and progress. Yang and Deng [23] discovered that long-distance relationships in small-world clustered networks, and the number of focal individuals in BA structured networks affect the sharing and transfer of tacit knowledge. Empirical studies indicate that knowledge sharing is fundamentally a socialized and contextualized process, heavily influenced by social capital [24]. However, there's a gap in literature regarding how social capital in collaborative contexts of cultural and creative teams promotes tacit knowledge sharing. Given that social capital arises from interpersonal interactions, which facilitate consensus, trust, and information sharing, this study proposes that different dimensions of social capital can progressively influence tacit knowledge exchange. The multi-dimensional perspective of social capital offers a flexible theoretical lens for explaining the process of tacit knowledge sharing, as all three dimensions directly or indirectly facilitate knowledge integration [25]. Although these dimensions represent different aspects of social capital, they may influence each other. Specifically, structural capital impacts cognitive and relational capital, with its influence on tacit knowledge sharing being mediated through the development of cognitive and relational dimensions of social capital [26]. Prior research confirms that social networks, shared language, and trust are key manifestations of structural, cognitive, and relational social capital [27]-[29], thereby promoting individual tacit knowledge sharing. Thus, this study will use social networking, shared language, and trust to represent structural, cognitive, and relational social capital, respectively.

2.2 Social Capital Correlations within Cultural Creative Teams

Within cultural and creative teams, social networking constitutes a critical aspect of structural social capital, aiding in the circulation of information and knowledge within the team [30]. Social capital theory highlights that social networking enhances member interactions, thereby strengthening the acquisition and sharing of information and resources, which is particularly vital in knowledge-intensive teams [31]. Moreover, the structure of social networking can

either facilitate or impede the flow of knowledge, decisively influencing the efficiency and effectiveness of tacit knowledge sharing [32]. When team members encounter creative bottlenecks during project collaboration, internal collective discussions and exchanges of ideas not only help resolve issues but also significantly enhance the team's creativity and problem-solving capacity, directly reflecting the value of robust social networking [33].

Existing research indicates that the strength of social networking directly affects team members' willingness and frequency of sharing tacit knowledge. An individual's willingness to share tacit knowledge within a team is significantly influenced by interpersonal relationships and trust [34]-[36]. These factors enhance the quality and frequency of interactions among individuals, thus improving the circulation of information and sharing of knowledge. Based on the above theories and research, this study proposes:

H1: In cultural and creative teams, frequent and in-depth social interactions provide more opportunities for the exchange of tacit knowledge. Therefore, the strength of social networking positively influences tacit knowledge sharing.

Shared language is not only a crucial component of cognitive social capital but also a fundamental basis for mutual understanding and effective collaboration among members of cultural and creative teams [37]. Frequent and effective communication facilitates the development of a common language, thereby enhancing collaboration and creativity within the team [38]. In teams, the formation of shared language relies on ongoing interactions and communication among members, which helps establish a language system that all members can understand and use.

Good team relationships and smooth communication are foundational for the development of shared language. Through frequent interactions, team members shape a collaborative language system based on common linguistic habits, and may even develop new language styles to meet the team's specific communication needs [39]. Existing research has confirmed that close social connections positively promote effective communication and the cultivation of shared language [40,41]. Based on the above theories and research, this study proposes:

H2: In cultural and creative teams, social networking provides a common platform for communication among team members with diverse backgrounds and skills, thereby positively influencing the formation of shared language.

In cultural and creative teams, relational social capital is considered a crucial metric for assessing the quality of interpersonal interactions, with the establishment of trust being particularly critical [42]. According to Rousseau, trust can be viewed as a psychological contract that plays a decisive role in forming stable cooperative relationships among team members [43]. The formation of trust depends on frequent and high-quality social interactions, which not only enhance mutual understanding among team members but also facilitate the free flow of information and knowledge.

Social networking provides a platform for team members to access others and their resources, creating a key environment for fostering trust. In daily team interactions, frequent communication and close contact help members jointly shape ideas and goals, thereby establishing trust among them [44]. Further research shows that tight social connections within the team not only help members establish trust relationships but also enable them to find partners who match their knowledge needs and learning interests [45,46]. Based on the above theories and research, this study proposes:

H3: In cultural and creative teams, frequent and in-depth interactions lay the groundwork for establishing trust, therefore the strength of social networking positively impacts the sense of trust among team members.

2.3 The Effect of Cognitive Social Capital on Tacit Knowledge Sharing

In cultural and creative teams, tacit knowledge sharing refers to the act of team members sharing their personal experiences, skills, and ideas with others [47]. The sharing and transmission of knowledge are influenced not only by individualism and socio-cultural backgrounds but also significantly facilitated by shared language [48,49]. Shared language acts as a bridge for communication, helping recipients better understand the source of information, and plays a key role in the effective transfer and comprehension of tacit knowledge [50].

Nonaka and Takeuchi [51] emphasized that shared language is one of the essential conditions for the process of exchanging experiences. It not only promotes the formation of understanding and consensus among team members but also significantly enhances the efficiency of information transmission and the capacity for knowledge absorption [52]. In this process, shared language not only makes it easier for team members to communicate their thoughts and creativity but also strengthens the flow of knowledge within the team. Based on the above theories and research, this study proposes:

H4: In cultural and creative teams, shared language facilitates effective information transfer and understanding, thereby positively impacting tacit knowledge sharing.

H5: In cultural and creative teams, shared language enhances the flow and sharing of knowledge within the team, therefore acting as a mediator *between social networking and tacit knowledge sharing.*

2.4 The Effect of Relational Social Capital on Tacit Knowledge Sharing

In the social networking of cultural and creative teams,

interpersonal trust is a key factor in maintaining network stability and promoting individuals' willingness to share knowledge [53]. Social capital theory emphasizes that trust is an indispensable element in social networks, reducing transaction costs and enhancing willingness to cooperate [54]. Tight internal connections within the team not only facilitate the exchange of tacit knowledge but are also crucial for the success of collective projects.

Liu et al. [55] noted that individuals in trust-based social networks are more willing to share knowledge, as these networks are perceived as more efficient and valuable. Since tacit knowledge is often considered a resource that enhances personal competitiveness, sharing this type of knowledge may trigger concerns about losing competitive advantages [56,57]. Moreover, an atmosphere of trust facilitates employees' openness to accept and absorb information and knowledge shared by others [58], [59,60]. Based on the above theories and research, this study proposes:

H6: In cultural and creative teams, the sense of trust reduces concerns *in knowledge sharing, thus facilitating knowledge circulation, and therefore, interpersonal trust positively impacts tacit knowledge sharing.*

H7: In cultural and creative teams, trust as a bond strengthens knowledge sharing, therefore playing a mediating role between social networks and tacit knowledge sharing within the team.

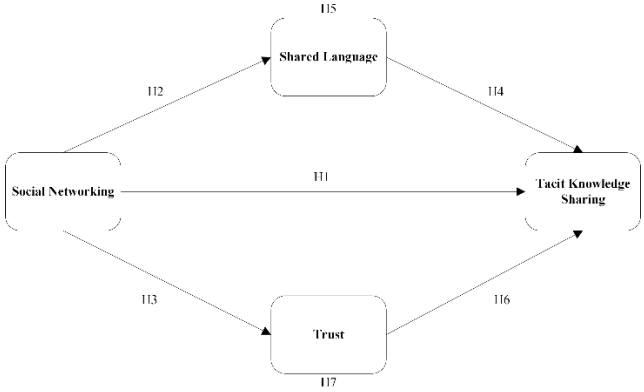

Fig.1. Research Conceptual Frame Model

3. METHOD

3.1 Samples and Data Collection

To validate the aforementioned hypotheses, this study utilized a questionnaire survey to gather data from members of cultural and creative project teams in Guangdong Province and the Guangxi Zhuang Autonomous Region of China. Guangdong Province, one of the earliest regions in China to develop the cultural and creative industry, saw this sector become a pillar industry by 2017. Adjacent to Guangdong, the Guangxi Zhuang Autonomous Region, known for its rich minority cultural history and geographical advantage, has cultivated a substantial talent pool for Guangdong's cultural and creative sector. These two regions demonstrate the diversity and potential of China's cultural and creative industry, making them representative for this study. The survey targeted individuals in cultural and creative project teams who significantly influence the decision-making, development, and execution of projects.

Due to the difficulty of accessing cultural and creative teams and their members in daily life, this study employed a snowball sampling method. Initially, researchers contacted cultural and creative teams willing to participate in the study through introductions from cultural industry associations in Guangdong and Guangxi. Participants were asked to fill out a survey and to recommend acquaintances or colleagues who might be willing to participate. During the data collection period from July to October 2023, through these referrals, the snowball sampling method effectively identified new potential participants. Regarding ethical considerations, the survey data was collected anonymously, and participants were informed about the purpose of the research, ensuring confidentiality. The survey was distributed via online links, allowing respondents to complete it at their convenience, thus minimizing social expectation bias that might arise from face-to-face interactions.

Considering the response rate of members of cultural and creative teams in China [61] and the standard for structural equation modeling, which typically requires at least 200 samples as per Dash and Paul [62], this study distributed 500 questionnaires and received 309 valid responses, resulting in a 61.8% effectiveness rate. The sample size met the analysis standards for CB-SEM models.

3.2 Measurements

To ensure survey respondents met the study's criteria, the questionnaire included a screening question about recent or current participation in project teams. Respondents answering "No" were excluded. The survey comprised two parts: demographic details such as age, gender, job role, and industry experience; and a 17-item scale measuring perceptions of the importance of three dimensions of social capital in tacit knowledge sharing. The three dimensions of social capital, namely structural, cognitive, and relational, are respectively represented by social networking, shared language, and trust as observational proxies, measured using a 7-point Likert scale (ranging from 1 = Strongly Disagree to 7 = Strongly Agree). The scales for these dimensions, based on adaptations from Chi [63], included 12 items like "Our team members trust each other." The tacit knowledge sharing scale had 5 items, adapted from Akosile and Olatokun [64], like "I voluntarily and actively share insights and experiences gained in the creative process with team members." To ensure comprehension by Chinese-speaking respondents, the questionnaire, originally in English, was translated by two bilinguals, culturally knowledgeable professionals. The study's variables all showed acceptable internal consistency levels, with Cronbach's α above 0.7 (see

Table 1).

4. RESULTS

4.1 Demographic Analysis

The demographic characteristics of the study's respondents encompassed gender, age, educational background, job responsibilities, and industry experience. In terms of gender distribution, 70.6% (218 respondents) were male, and 29.4% (91 respondents) were female. Age distribution included 21.4% (66 respondents) under 25 years, 33.3% (103 respondents) aged between 26 and 30, 26.2% (81 respondents) between 31 and 35, and 19.1% (59 respondents) over 36 years. Regarding educational background, 14.2% (44 respondents) held college degrees, 48.9% (151 respondents) had bachelor's degrees, 32.7% (101 respondents) had master's degrees, and 4.2% (13 respondents) had doctoral degrees.

In terms of job responsibilities, this study made a clear distinction in the main areas of work among the respondents. Specifically, 45 respondents (14.6%) were primarily responsible for creative planning, managing the conceptualization and overall framework of creative projects, such as market research and brand strategy planning; 79 respondents (25.6%) focused on conceptual creativity, responsible for developing innovative concepts and ideas that provide creative directions for projects; 119 respondents (38.5%) were engaged in content creativity, tasked with producing specific cultural or artistic works; and 66 respondents (21.4%) specialized in technical creativity, employing technical means to enhance and optimize creative presentations.

Finally, industry experience distribution showed 33.3% (103 respondents) with less than three years, 38.8% (120 respondents) with four to six years, 17.8% (55 respondents) with seven to nine years, and 10% (31 respondents) with over ten years in the industry. This demographic data reflects the rationality and diversity characteristic of the talent pool in the cultural and creative industries.

4.2 Data Reliability Analysis

This study will employ Structural Equation Modeling (SEM) to test the hypothesized relationships in the model. SEM is suitable for this study as it can effectively capture the regression correlations between the different dimensions of social capital and tacit knowledge sharing among members of cultural and creative project teams [65, 66].

Assessing the normality of continuous data is a critical step in statistical analysis, aiding in the selection of appropriate statistical tools or methods, especially when comparing parametric or non-parametric methods [67]. The data in this study, with skewness ranging from -1.607 to -0.448 and kurtosis from -0.752 to 3.664, are considered acceptable for CB-SEM analysis as per the criteria of Kline [68] and Demir [69]. This study conducts CB-SEM analysis using AMOS 23.0.

In this study, principal component analysis was conducted on all variables, and Harman's single-factor test was used to assess the potential issue of common method bias. Following the perspective of Podsakoff and Organ [70], the first factor explained 39.577% of the total variance, which is below the 40% threshold commonly used to judge the severity of common method bias. This indicates that the data is not significantly affected by common method bias. Moreover, to assess the impact of multicollinearity, Variance Inflation Factor (VIF) statistics were used. The results showed that VIF for all latent variables were between 1.093 and 1.127, well below the conventional threshold of 3, and the tolerance levels ranged from 0.887 to 0.915, significantly higher than the standard of 0.19. According to Kumari [71], this indicates that there is no multicollinearity issue with the variables involved in this study.

4.3 Measurement Model Analysis

As shown in Table 1, the study tested the reliability of all variables using Cronbach's alpha (α), with values ranging from 0.881 to 0.941. These values are above the 0.7 standard recommended by Nunnally and Bernstein [72], indicating high measurement reliability. Furthermore, following Brown's [73] suggestion, Confirmatory Factor Analysis (CFA) was conducted.

Table 1. Reliabilities and Correlation of Constructs

	α	CR	AVE	Tacit_Knowledge Sharing	Trust	Shared Language	Social Networking
Tacit_Knowledge Sharing	0.881	0.883	0.602	**0.776**			
Trust	0.938	0.939	0.793	0.468**	**0.891**		
Shared Language	0.941	0.942	0.802	0.346**	0.313**	**0.895**	
Social Networking	0.931	0.931	0.772	0.512**	0.254**	0.252**	**0.879**

Table 2. The Fit Indicators of the CFA Model

Fit index	Scores	Proposal threshold values
Absolute fit values		
CMIN/DF	1.584	＜2 good fit
RMSEA	0.044	＜0.08 good fit
GFI	0.938	＞0.90 good fit
Incremental fit values		
AGFI	0.916	＞0.90 good fit
CFI	0.984	＞0.90 good fit
NFI	0.959	＞0.90 good fit

Table 2 shows that all fit indices of the measurement model are acceptable. The study also assessed construct reliability and convergent validity using CR and AVE. All AVE values exceeded the 0.5 threshold, confirming strong convergent validity. CR values assessed construct reliability, all exceeding the necessary threshold of 0.70, ensuring reliability. Discriminant validity was evaluated using the Fornell-Larcker criterion [74], where the square root of each construct's AVE was larger than its correlations with other constructs, indicating good discriminant validity.

4.4 Structural Model Analysis

This study utilized AMOS 23.0 for conducting SEM analysis. The model fit indices, as indicated in Table 3, were all within an acceptable range, demonstrating the model's adequacy. The results of the direct path impacts, depicted in Figure 1 and Table 4, showed that the standardized regression weights had significant direct effects, aligning with hypotheses H1-H4 and H6. Specifically, structural social capital (social networking) (β=0.397; P<0.01), cognitive social capital (shared language) (β=0.151; P< 0.01), and relational social capital (trust) (β=0.325; P<0.01) each had a positive direct impact on tacit knowledge sharing. Structural social capital (social networking) also showed a positive influence on cognitive social capital (shared language) and relational social capital (trust), as evidenced by the beta values of 0.257 (P< 0.01) and 0.258 (P< 0.01), respectively. This indicates that within the context of cultural and creative teams, the structure of social networks not only directly enhances tacit knowledge sharing but also positively impacts the development of shared language and trust among team members. This empirical evidence supports hypotheses H1-H4 and H6, confirming the proposed relationships in the context of cultural and creative teams.

This study employed the bootstrap method with 5000 resamples as recommended by Preacher and Hayes [75], using a 95% confidence interval to assess the mediating roles of cognitive social capital (shared language) and relational social capital (trust). The results, presented in Table 5, demonstrate the dual mediation model where social networking influences tacit knowledge sharing through shared language and trust. Specifically, the path from social networking through shared language to tacit knowledge sharing has a point estimate of 0.023($P < 0.01$), with a standard error (SE) of 0.011, a Z-value of 2.091, indicating significant mediation. Similarly, the mediation effect through trust is significant, with a point estimate of 0.049($P < 0.01$), SE of 0.018, Z-value of 2.722; the confidence interval ranges from 0.022 to 0.093.

Table 3. The Model Fit Index

Fit index	Scores	Proposal threshold values
Absolute fit values		
CMIN/DF	1.742	＜2 good fit
RMSEA	0.049	＜0.08 good fit
GFI	0.932	＞0.90 good fit
Incremental fit values		
AGFI	0.909	＞0.90 good fit
CFI	0.980	＞0.90 good fit
NFI	0.954	＞0.90 good fit

Table 4. Model Direct Path Test

Path	Beta	Std Error	T-value	*P*
Social Networking→Shared Language	0.257	0.052	4.275	**
Social Networking→Trust	0.258	0.056	4.307	**
Social Networking→Tacit Knowledge Sharing	0.397	0.036	6.429	**
Shared Language→Tacit Knowledge Sharing	0.151	0.037	2.792	**
Trust→Tacit Knowledge Sharing	0.325	0.036	5.678	**

Note: **=P＜0.01

These findings support hypotheses H5 and H7, confirming the partial mediating roles of cognitive and relational social capital within the framework of social capital's influence on knowledge sharing. Additionally, the comparison of indirect effects reveals no significant

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differences between the mediating effects of shared language and trust (β= -0.026; $P > 0.05$), indicating that both pathways contribute similarly to the mediation between social networking and tacit knowledge sharing.

Table 5. Dual Mediation Model Tests and Comparisons

Path & SIE effect	Point Estimate	Product of coefficient		Bias-corrected		Percentile	
		SE	Z	Lower	Upper	Lower	Upper
SN→SL→TKS	0.023**	0.011	2.091	0.007	0.051	0.005	0.048
SN→TR→TKS	0.049**	0.018	2.722	0.022	0.093	0.019	0.088
Indirect effect intercomparison	-0.026	0.019	-1.368	-0.072	0.004	-0.067	0.007
Direct effect	0.231**	0.041	5.634	0.159	0.321	0.149	0.311

Note: **=P＜0.01; TR=Trust, SL=Shared Language, SN=Social Networking, TKS=Tacit Knowledge Sharing.

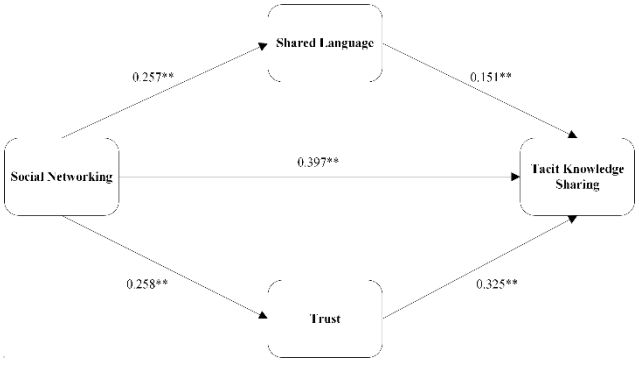

Fig. 2. Path Results of Structural Model.
Notes: **=P<.001; *=P<0.05.

5. DISCUSSION AND CONCLUSION

The successful completion of cultural and creative projects has evolved from individual efforts to a process hinged on collaboration among team members [76]. Previous studies in knowledge management highlights the integration of team members' tacit knowledge and the promotion of knowledge sharing as a pivotal strategic issue [77]-[79], assisting cultural and creative teams in navigating contemporary competitive pressures [80]. Hence, social capital elements like social networks, shared language, and trust are imperative for fostering tacit knowledge sharing among team members [81]-[83]. This study corroborates this viewpoint. As illustrated in Figure 2, H1, H4, and H6 are supported, indicating that social networks within structural social capital, shared language within cognitive social capital, and trust within relational social capital facilitate tacit knowledge sharing among team members. This finding reaffirms the significance of social capital in tacit knowledge sharing, lending support to the discoveries of Ahmad et al. [33], Nakano et al. [47], and Holste and Fields [58]. The impact of social networking on tacit knowledge sharing is paramount, suggesting that internal social interactions tightly knit members with diverse professional backgrounds, enhancing the recognition of communication's criticality to project success and, consequently, the frequency of tacit knowledge sharing. Moreover, trust emerges as the second most influential factor after social networking, revalidating its role in previous studies on influencing factors of knowledge sharing [84]. Martinez-Conesa et al. assert that mutual connections (structural social capital) and trust relationships (relational social capital) between partners facilitate tacit knowledge sharing [85,86], highlighting trust as a key underlying factor influencing tacit knowledge sharing among team members [87]. Trust is crucial for facilitating further tacit knowledge sharing only when established among members. Additionally, a lack of cognitive social capital may lead to conflicts and trust erosion, posing barriers to tacit knowledge sharing [88]. Therefore, while relational social capital plays a significant role in effective tacit knowledge sharing, cognitive social capital also holds a critical position [89].

This study's findings (H2, H3) reveal how social networking within structural social capital positively impact shared language in cognitive social capital and trust in relational social capital. This corroborates the beneficial role of the strength of social networking in enhancing shared language and creating a trusting environment [90]-[92], and further examines and extends the findings of interrelationships among the three dimensions of social capital within the context of the cultural and creative industries [93]. The results suggest that internal team discussions facilitate members' familiarity with collective communication patterns, eliminating communication barriers and uncertainties, thus encouraging them to share personal views and ideas more actively. Moreover, as social networking strengthens, relationships among members become closer and trust correspondingly increases. With enhanced trust, members are more inclined to share tacit knowledge [8].

Current literature rarely explores the mediating role between social networking and tacit knowledge sharing; it is only the study by Cao et al. [25], focusing on network members, that has confirmed the complete mediation of shared language and trust in the relationship between social networking and knowledge integration. However, this study's results (H5, H7) extend this finding, suggesting that both shared language and trust significantly partially mediate the relationship between social networking and tacit knowledge sharing. These findings reveal the crucial mediating roles of shared language and trust in the tacit

knowledge sharing process within cultural and creative teams, and illustrate people's preference for exchanging tacit knowledge with colleagues who share a common language and communication pattern or those deemed trustworthy [94]. Moreover, the presence of a mediating effect of trust, as revealed by this study, indicates that teams with close communication and tight connections among members can generate high levels of trust, sharing more ideas and information. In summary, this study's findings on the positive mediating effects of the relational and cognitive dimensions of social capital in internal tacit knowledge sharing within teams further solidify the theoretical foundation of social capital. These findings imply that the creation and accumulation of social capital within teams ultimately increase the frequency of tacit knowledge sharing among team members. Thus, this research makes a meaningful contribution to the literature on social capital and tacit knowledge sharing.

In summary, this study extends the theoretical framework of tacit knowledge sharing in the cultural and creative industry. Although previous studies by Han et al. [95] has explored the direct relationship between the three dimensions of social capital and knowledge sharing, there is insufficient analysis on whether these dimensions collectively influence knowledge sharing through a progressive relationship. Through empirical analysis, this study confirms that in cultural and creative teams, structural social capital positively impacts tacit knowledge sharing among members through the mediating roles of cognitive and relational social capital. This finding enhances the academic understanding of the mediating roles of cognitive and relational social capital.

6. MANAGERIAL IMPLICATION

In the highly innovation-focused cultural and creative industry, tacit knowledge sharing is a crucial element deserving of managerial attention. The findings of this study are instrumental in assisting managers to enhance their awareness and understanding of relational factors within companies and teams, and to comprehend how to encourage employees to engage in tacit knowledge sharing internally.

Based on the empirical findings of this study, it is evident that creating better conditions for social interactions among members of cultural and creative teams contributes to the development of more effective communication patterns and the promotion of higher levels of trust, as well as team knowledge sharing. These results clearly indicate that the stronger the collective interactions within a team, the more likely it is to establish more shared language and a better atmosphere of trust. Managers can improve the interdependence among research team members through work structure design. The findings also show that managers should focus not only on the social network structure of the team but also on strengthening trust, as interpersonal trust established in social networking significantly influences the efforts employees make towards achieving team goals [96,97]. Therefore, fostering harmonious internal relationships is crucial, presenting a challenge to team managers in managing the social relationships among members.

7. LIMITATIONS AND FURTHER RESEARCH

This study also acknowledges certain limitations. Initially, despite employing a cross-sectional method to test relationships between potential factors, it may not negate the possibility of these correlations changing over time. Future research could address this limitation through longitudinal studies, enhancing investigation depth. Additionally, the study's geographic limitation to teams in cultural creative projects in Guangxi and Guangdong provinces of China could influence the responses due to local industrial development, organizational characteristics, and socio-cultural context. Future research should consider broader industrial and geographical spectrums to validate findings and increase universality. Lastly, the study didn't explore the potential chain-mediated impacts among the three dimensions of social capital or their effect on tacit knowledge sharing within teams. Future studies might investigate whether structural, cognitive, and relational social capital have more profound incremental impact relations.

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