

Chapter 7

Bringing Social Media Into Work:

The Positive and Negative Effects on Policy Implementation – An Introduction to Theory and Research

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ABSTRACT

This study develops an integrative model in order to identify the underlying factors that drive employees to engage in social media at work for businesses. More specifically, the model explains the interplay between employment statuses, motivation, job satisfaction, and social activities for the purpose of analyzing the positive effects of social media use and the negative effects of social media overload on social media policy implementation. Nevertheless, the model proposes a research roadmap can be examined by utilizing a framework for the assessment of the use of social media at work, as a tool to improve business organizations. Finally, it concludes with the discussion of several open issues and cutting-edge challenges.

Social media is tool at work was developed during the last few years. A ground-breaking phenomenon has become intertwined with many organization's daily lives and is therefore also essential for private and public organizations that strive towards gaining a competitive advantage in the business environment (Bizzi, 2018; Di Virgilio, et al. 2019). The new idea of social media at work is distinct from the traditional marketing approach to social media. This “revolution in the measurement

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of collective human behaviour” (Kleinberg, 2008, p.66) gives managerial decision makers unprecedented opportunities such as collecting information about purchasing behaviors, reaching out to new customers, promoting brands, acquiring and building a reputation of trustworthiness, with overall positive effects on financial performance (Berthon, et al., 2012; Paniagua & Sapena, 2014).

Organizations can advertise their services and products through sponsored posts on social media and brand awareness through their corporate pages, can stimulate active dialogue with their customers, and potential customers, and can observe their social media behaviors to analyse the common characteristics of customer-centered and identify their main social media initiatives success drivers, then combine the current knowledge on social media success drivers with social media projects at minimal cost (Hanna, et al., 2011; Kohli, et al., 2015).

Recently, organizations have started encouraging employees to use social media not only for customers but also for their workers, to interact with coworkers in order to empower collaboration and knowledge sharing.

Current studies suggest that social media can be beneficial to facilitate the work of employees, O’Connor, Schmidt, and Drouin (2016) found that 86% of employees have coworker friends on social media, that 77% of them use social media while working, and that in 44% of cases they talk about their jobs; Tiago and Veríssimo (2014) found in their study that 82% of employees believe that a digital presence in social media promotes internal and external relationships, and 60% believe social media usage supports their decision-making processes.

Social media offers the opportunity to interact with coworkers in the organization, the possibility to build friendships, to gain access to resources, to share information necessary, to get support or advice and to execute task activities (Liu, et al., 2015).

The studies reviewed indicate the increasing need to investigate social media within the workplace, in particular there is an urgency for studies with a strong theoretical foundation that might offer a last in guidance within a phenomenon that evolves significantly on day to day basis. The available literature has been criticized for lacking a bonding theory to organize the findings and guide future research (Miao et al., 2007; Hansen & Levin, 2016; Di Virgilio, et al., 2019).

Yet, there is a hidden problem that has been neglected by managers, the use of social media to facilitate work and benefit organizations could paradoxically risk fostering withdrawal intentions and turnover, which damage organizations. More precisely, two missing links emerge: first of all, relatively little attention has been paid to as well as employee use of social media for workplace and corresponding behaviors. The second missing link concerns on how companies adopt and use social media.

In this scenario, the purpose of this chapter is an attempt to take on this challenging task. This research aims to study the factors associated with the technological and

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