

## Introduction to HICCS-52 Minitrack on Digital and Social Media in Enterprise

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### 1. Introduction

Digital and social media (DSM) have transformed the workplace in organizations. Two decades ago, the use of electronic communication technologies--such as emails, messaging, and teleconference systems--promoted effective electronic communications in organizations. Electronic communication changed organizational forms, enabled electronic document management, and preserved organizational memory. Currently, the growth of digital and social media technologies are impacting organizations in new ways. Social media includes blogs, wikis, social networking sites, twitters, and microblogging that provide new affordances to its users. While some prior studies have provided evidence to show the positive impacts of DSM on organizational work processes and performance, other studies have uncovered negative effects of DSM use on employee productivity and behaviors. In order for an organization to amplify the returns or benefits and to mitigate the drawbacks of their DSM use, it is imperative for both researchers and practitioners to deepen their understanding of the implications of DSM use for organizational purposes.

### 2. Scope

This minitrack focuses on the use of digital and social media to facilitate communication and collaboration both internally and externally in an enterprise context, including both business (for-profit) and non-profit institutions. Hence, research of this minitrack lies at the intersections of multiple disciplines, namely Science & Technology, Organization Science, Marketing, and Behavioral Science.

This minitrack presents both theoretical and empirical studies addressing organizational, managerial, technical, and behavioral perspectives on digital and social media in enterprises. Potential issues and topics include, but are not limited to:

- Affordances of digital and social media
- Digitization of work and its impact on work process
- Digital platform and work/job design
- Digital competence and professional development
- Digital and social media use & electronic document management
- Digital and social media use & employee work-life balance
- Digital and social media use & information security
- Methodologies for studying digital and social media in enterprise
- Organizational management practices associated with digital and social media use
- Organizational policies on digital and social media use
- New theories to describe and explain the phenomenon of digital and social technology adoption and implementation
- Organizational memory in the era of social and digital technologies
- Roles and responsibilities of IS departments in the use of and support for digital and social media
- Social media use & fundraising
- Social media use & public perception management
- Social media use & enterprise strategy

### 3. Summary of Articles

This mini-track presents two sessions including seven papers in HICCS-52. We introduce them briefly below.

Three papers are presented in the minitrack's first session, with a common theme on organizational impacts of digital social media from employees' perspective. The first paper, "Social Media in the Workplace: Influence on Employee Agility and

Innovative Behavior” by Bala, Massey, and Seol [1], examined enterprise social media (ESM) use and its effects on job outcomes, i.e., employees’ innovative behaviors. Highlighting the role of employee agility, the research develops and operationalizes work agility and communication agility.

The second paper by Högberg and Willermark [2], titled “Making Sense of Organizational Social Media – A Longitudinal Study of an International Hotel Chain and their Employees,” adopts a sensemaking lens to identify the meaning of new digital technologies assigned by users. Their longitudinal data analysis shows that the social media implementation disrupted hotel employees’ daily work routines, but employees also ascribed meanings to social media in an organizational context.

The third paper focuses on the voicing behaviors of employees and examines the roles of enterprise social networks on employees’ engagement. Co-authored by Estell and Davidson [3], the paper “Employee Engagement, Voice Mechanisms, and Enterprise Social Network Sites (ESNS)” presents a review of the literature on the intersection of employee voice, engagement, and ICTs, and suggests a research framework to guide study of ESNS for organizational employee voice.

The implementation of digital social media in enterprise not only affects employees’ behaviors and work outcomes, but also changes stakeholders’ interactions and communication patterns in traditional work processes. In their research, Weber and Haseki [4] focus on understanding how digital social media has changed the ways salespeople communicate and build relationships with clients. Adopting an affordances framework to analyze data collected from a large multinational corporation, the paper, titled “Social Media Affordances and Sequential Use to Engage Clients during the Sales Process,” shows that employees strategically select media that allow for common affordances in order to build stronger client relationships.

Moreover, digital social media are changing the channels that consumers access and interact with news content. In their study, Medeiros Neto, Ishikawa, Groenli, and Ghinea [5] propose a framework, Newsroom 3.0, of a collaborative environment to support the production of news in an integrated, convergent and cybernetic newsroom. The paper, titled “Newsroom 3.0: Managing Technological and Media Convergence in Contemporary Newsrooms,” provides insights into understanding the challenges and opportunities that traditional news organizations such as newsrooms are facing in the digital era.

In the context of social media for sports management, Abdourazakou and Deng [6] focus on

professional sports organizations and study the digital media use behaviors of NBA sports fans. Informed by the uses and gratification theory, the paper, titled “Understanding the Value of Social Media in the NBA’s Digital Communication: A Fan(s)’ Perspective,” analyzes survey data of 400 season-ticket holders of a professional NBA team. Their quantitative data analysis suggests that during a game the season ticket holders of the NBA team demonstrated different use patterns with regard to Twitter/Facebook posting, Instagram/Snapchat posting, video downloading, mobile apps and team website. These usage behaviors were found varied by individual demographics factors.

Finally, measurement is a critical component of success in digital social media implementation and strategies. To identify such measures in the enterprise social media context, Hammerl, Leist, and Schwaiger [7] conduct comprehensive literature reviews of existing critical success factors (CSFs) and key performance factors (KPIs) in order to identify CSFs for enterprise social media and classify those factors by their specific applications and to match CSFs with KPIs. The review paper, titled “Measuring the Success of Social Media: Matching Identified Success Factors to Social Media KPIs,” offers useful guidelines for further DSM research.

#### 4. Reference

- [1] Bala, H., A. P. Massey, and S. Seol. “Social Media in the Workplace: Influence on Employee Agility and Innovative Behavior,” in *HICSS-52 Proceedings*, 2019, Maui, Hawaii.
- [2] Högberg, K. and S. Willermark “Making Sense of Organizational Social Media – A Longitudinal Study of an International Hotel Chain and their Employees,” in *HICSS-52 Proceedings*, 2019, Maui, Hawaii.
- [3] Estell, P., and E. Davidson. “Employee Engagement, Voice Mechanisms and Enterprise Social Network Sites (ESNS),” in *HICSS-52 Proceedings*, 2019, Maui, Hawaii.
- [4] Weber, M. S., and M. Haseki. “Social Media Affordances and Sequential Use to Engage Clients During the Sales Process,” in *HICSS-52 Proceedings*, 2019, Maui, Hawaii.
- [5] Medeiros Neto, B., E. Ishikawa, T. M. Groenli, and G. Ghinea. “Newsroom 3.0: Managing Technological and Media Convergence in Contemporary Newsrooms,” in *HICSS-52 Proceedings*, 2019, Maui, Hawaii.
- [6] Abdourazakou, Y., and X. Deng, “Understanding the Value of Social Media in the NBA’s Digital Communication: A Fan(s)’ Perspective,” in *HICSS-52 Proceedings*, 2019, Maui, Hawaii.
- [7] Hammerl, T., S. Leist, and J. M. Schwaiger. “Measuring the Success of Social Media: Matching Identified Success Factors to Social Media KPIs,” in *HICSS-52 Proceedings*, 2019, Maui, Hawaii.