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Concordia University–Portland
College of Education
Doctorate of Education Program

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CERTIFY THAT WE HAVE READ AND APPROVE THE DISSERTATION OF

Howard J. Poppel

CANDIDATE FOR THE DEGREE OF DOCTOR OF EDUCATION

Brandy Kamm, Ph.D., Faculty Chair Dissertation Committee

Deborah A. Johnson-Blake, D. M., Content Specialist

Robert Voelkel, Jr., Ed.D., Content Reader

An Examination of Enterprise Social Media and its Impact on Employees in a Global Corporate
Organization

Howard J. Poppel

Concordia University–Portland

College of Education

Dissertation submitted to the Faculty of the College of Education

in partial fulfillment of the requirements for the degree of

Doctor of Education in

Transformational Leadership

Brandy Kamm, Ph.D., Faculty Chair Dissertation Committee

Deborah A. Johnson-Blake, D. M., Content Specialist

Robert Voelkel, Jr., Ed.D., Content Reader

Concordia University–Portland

2020

Abstract

The purpose of this qualitative case study was to explore perceptions on the impact enterprise social media has on employees in a global corporate organization with a geographically diverse workforce. The 15 study participants were part of three select groups of a global corporate organization, each with differing levels of geographic distribution. There were three instruments used in this study to maximize the acquisition of information from the study participants: a written survey, one-on-one interviews with each study participant, and a focus group where multiple study participants were permitted to share their perceptions on the use and effectiveness of enterprise social media in the workplace. The findings from the research show that as the workplace becomes more geographically distributed and the number of employees working from home increases, enterprise social media is a tool that can help support the challenges of employee communication, collaboration, and connection. A geographically diverse workplace can leave employees with a sense of disconnectedness impacting their overall performance. When employees feel engaged by the organization they work for, they are more motivated to connect with others, share new ideas and innovations, collaborate with other employees, and participate more actively in the employee socialization process. The findings from this study could provide direction for corporate leadership to take advantage of enterprise social media's impacts on collaboration, communication, and connectedness.

Keywords: enterprise social media, job satisfaction, Herzberg's Motivation-Hygiene Theory, communication, collaboration, connectedness

Dedication

This dissertation is dedicated to my wife, Catherine, for being my partner in life and for pushing me to realize my dream of becoming a doctor even when I felt I would never be able to finish. This paper is also dedicated to my children, Nicole and Joseph, who never once complained about my absence from their activities through the years of work it took to complete this program.

Lastly, I would like to dedicate this to two of the strongest women I know, my mother, Edith, even though in her words, I am not a “real doctor,” and my advisor during my master’s degree program at Montclair State University in New Jersey, Dr. Rosemary McCauley. Dr. McCauley saw something in me and helped me to realize how much I loved learning. Although she is no longer with us, her words and her love of learning will stay with me forever.

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I would also like to acknowledge Dr. Deborah Johnson-Blake and Dr. Robert Voelkel, for their contributions to this dissertation. Having two committee members with different takes and views on the subject and my writing has helped to make my research and this dissertation better than I could have imagined.

I would also like to acknowledge the entire Concordia community for the interesting and thought-provoking classes that I needed to get me to this point. When I began this journey, I could never have imagined getting to the finish line, but with the support and guidance of all of these people I was able to see a light at the end of the tunnel and found that it was not an on-coming vehicle. Lastly, I want to acknowledge my friend and classmate, Betty Jean Castillo, and I hope that soon we will both be able to enjoy our successes as doctoral graduates.

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Chapter 1: Introduction

Enterprise social media is a multifunctional social collaboration platform which supports private information sharing and communication within organizations (Jarrahi & Sawyer, 2013, as cited in Liu & Bakici, 2019). Companies today spend approximately 12% of their marketing budgets on enterprise social media, and corporations have increased spending on these technologies by almost 250% from the previous decade (Moorman, 2018). This number is expected to increase an additional 70% over the next 5 years, according to Moorman (2018), as American adults with a social network presence average 3.2 hours per day using social media (Carlson, Zivnuska, Harris, Harris, & Carlson, 2016). When queried, almost 22% of all company leaders stated that a key use of enterprise social media was to improve employee engagement (Moorman, 2018). Social media usage by employees in the workplace is unquestionable; however, with so many conflicting results, the impact of enterprise social media usage is uncertain.

Employee engagement using enterprise social media for internal communication, collaboration, and connection is essential for transparency between the workforce and management (Moorman, 2018). Additionally, enterprise social media facilitates employee understanding and helps companies reach organizational goals (Mishra, Boynton, & Mishra, 2014). Some research supports the use of enterprise social media as a means of enhancing collaboration, communication, and connection in a corporate environment (Cook, 2017; Hanna et al., 2017). Researchers have also provided contradictory findings that using Facebook in the workplace can reduce office productivity by 1.5% (Carlson et al., 2016) and excessive use of enterprise social media can negatively affect employees' performance in the workplace (Liu & Bakici, 2019). Additionally, CareerBuilder (2014) found that 21% of employees spend 1 hour or

more on a typical workday using the Internet for nonwork purposes, thus reducing overall workplace productivity.

The purpose of this study was to explore the perceptions of the impact enterprise social media has on employees as they strive to reach organizational objectives. As the workplace continues to become more geographically distributed and the number of employees working from home increases, enterprise social media can help manage the challenges of employee communication, collaboration, and connection (Cook, 2017; Kane, 2015; Sharma & Bhatnagar, 2016). Instead of just using enterprise social media as a method of communication, companies use platforms such as LinkedIn, Facebook, and Microsoft Teams for enhanced social interaction in the workplace (Leonardi, Huysman, & Steinfield, 2013). The ability to communicate, collaborate, and connect with one another regardless of geography augments several outcomes for the organization including productivity, profitability, streamlining of organizational roles, and employee engagement (Mishra et al., 2014). Strengthening these outcomes leads to increased levels of trust in the organization and ultimately helps the organization reach its goals (Bin Shmailan, 2016; Cook, 2017; Mishra et al., 2014).

With companies becoming more distributed and the number of employees working from home increasing, a problem is understanding if the use of enterprise social media applications positively or negatively affects individuals in the workplace (Chen & Wei, 2019; Cook, 2017; Demircioglu, 2018; Verduyn, Ybarra, Résibois, Jonides, & Kross, 2017). The impact technologies have on the employee is not the only variable in determining whether to implement enterprise social media in the workplace. Cook (2017) asserted that adoption of these technologies happens at the user's own pace, which may impact the utility of the applications

and their use within the organization. Adoption can only be determined by the effectiveness the users perceive the applications could provide.

Although there has been much research on the organizational uses of social media, there is limited information on how social media affects employees from an individual-oriented perspective (Demircioglu, 2018; Holland, Cooper & Hecker, 2016; Leftheriotis & Giannakos, 2014). It is important to understand the individual-oriented perspective of how enterprise social media impacts the employee in a globally distributed organization, as motivated employees perform better, work harder, and are more likely to help organizations reach their goals (Chen & Wei, 2019; Demircioglu, 2018; Haddud et al., 2016; Holland et al., 2016; Leftheriotis & Giannakos, 2014; Robertson & Kee, 2017).

Enterprise social media relies on a network effect to provide value to employees as well as their organizations. The value of enterprise social media to each employee increases as more members of organizations use it, thus increasing the overall value to their company (Cook, 2017; Liu & Bakici, 2019). Adding enterprise social media to the company's workplace technologies would provide no value if the adoption rate of the technology was modest (Liu & Bakici, 2019; Sharma & Bhatnagar, 2016). Employees need to feel free to connect to other members of their company without fear of organizational interference, and the adoption of the technologies will increase for those employees who believe they work in an open and transparent environment (Sharma & Bhatnagar, 2016).

Based on the lack of research showing positive or negative impacts of enterprise social media, this researcher explored the perceptions of users of these technologies on how they affected their job satisfaction. The study participants were three distinct groups in a global organization with a geographically diverse workforce. Chapter 1 introduces the problem,

provides the context and history of the problem, purpose of the study, research questions, definition of the important terms in social media, as well as the assumptions, delimitations, and limitations of the research methodology.

Introduction to the Problem

Among the most widespread enterprise social media sites are social networks such as Facebook and LinkedIn (Leftheriotis & Giannakos, 2014; Verduyn et al., 2017). These sites enable users to interact with one another through the creation of an online persona which contains personal information about the user. Once the persona has been created, it is up to the individual to determine with whom they want to share access to their information and with whom they want to interact through such tools as photo-sharing, video-sharing, electronic mail, and messaging (Leftheriotis & Giannakos, 2014; Robertson & Kee, 2017; Verduyn et al., 2017). The sites reviewed in this study included Facebook, Twitter, and LinkedIn (Kallas, 2018; Statista, 2018; Verduyn et al., 2017). In addition, a growing number of companies offer internal social networking sites to encourage interaction among employees, both professionally and personally (Leftheriotis & Giannakos, 2014). These sites allow the user to interact with others inside of the organization as well as outside and include Skype for Business, Microsoft Teams, and SharePoint.

Enterprise social media sites differ in both the manner of providing users a method to communicate and the purposes they serve in their online community. Not all social network sites are relevant in a business environment (Aichner & Jacob, 2015; Leftheriotis & Giannakos, 2014). Social networking applications that are prevalent in the business environment provide services to help the user communicate with others in multiple formats (Aichner & Jacob, 2015; Sharma & Bhatnagar, 2016). Twitter, for example, is a text-based social networking application,

while Snapchat, Instagram, and YouTube are all more image-based applications. Skype for Business and Microsoft Teams provide the ability for the user to connect via voice over IP (VOIP), video conference, and instant messaging through a chat feature. LinkedIn and Facebook combine both text-based as well as image-based messaging tools within their applications. Having a variety of options allows the user to determine the best method of communicating with their social network as well as the larger community (Verduyn et al., 2017).

Multiple concepts define how users engage with enterprise social media. The seminal work on enterprise social media was provided by McAfee in 2006 and has been cited over 2,000 times in peer-reviewed articles, books, and papers. McAfee (2006) referred to the application of social software in the workplace as Enterprise 2.0 and asserted that these technologies not only allow communication to flow bidirectionally within and outside of the organization but can also potentially facilitate knowledge work and connect workers across the organization for a common goal. McAfee (2006) also stated that leadership needs to have minimal intervention in the use of these technologies if companies are to successfully adopt and utilize them.

Enterprise social media in the workplace is used primarily in two ways (Leonardi et al., 2013; Verduyn et al., 2017). The first, and the one most commonly studied is the use of enterprise social media as a method of communicating with external parties, including customers, business partners, suppliers, and the general public (Andzulis, Panagopoulos, & Rapp, 2012; Demircioglu, 2018; Forsgren & Byström, 2017; Leonardi et al., 2013). This external use of social media is generally accomplished through an omnichannel approach including the use of multiple enterprise platforms and communication sites (Demircioglu, 2018; Leonardi et al., 2013). An example of an omnichannel approach to enterprise social media use is when a company creates and maintains a presence on Facebook, broadcasts messages to its customers

and potential customers through Twitter or Instagram (Aichner & Jacob, 2015; Leonardi et al., 2013), and maintains a wiki site with information that can be accessed by customers.

The second method of using enterprise social media in the workplace is for internal communication, collaboration, and social interaction across the organization (Demircioglu, 2018; Forsgren & Byström, 2017; Leftheriotis & Giannakos, 2014; Leonardi et al., 2013). The difference in the approach between external and internal enterprise social media usage is that the external system uses whatever formats are necessary to reach as many customers, suppliers, business partners, or prospects as necessary. The internal organizational systems generally create or use one specific platform that provides multiple functions (Leonardi et al., 2013). An example of internal implementation of a social media platform is the use of Microsoft Teams. Access to a Microsoft Teams network is determined by a user's domain so that only individuals with approved email addresses may join their networks. It is often used as a collaboration tool working in conjunction with Internet Explorer as the electronic mail distribution method. Another example of an enterprise collaboration platform is the web messaging and video conferencing application, Skype for Business. Both offerings are enterprise social media services used for communication and collaboration within an organization.

As enterprise social media proliferates across corporate organizations, it is important that leaders understand how they impact various actions in the workplace including collaboration, communication, and collaboration. This study provides the perceptions of employees in a global corporate organization with a geographically distributed workforce on the impact of these technologies. The following begins by providing insight into the background and the history of the various avenues through which these technologies have appeared in the workplace.

Background, Context, History, and Conceptual Framework for the Problem

The emergence and assimilation of enterprise social media has generally followed one of three paths into an organization. The first was the use of publicly available sites like Facebook and Twitter. These sites were first used for online social networking by employees who used programs like Myspace and Facebook at work to learn about new colleagues in what was deemed sense-making (Leonardi et al., 2013). Sense-making is the reciprocal interaction of information seeking including the standards and rules for interpreting, believing, and acting (Weick, 1995). To find information or common ground with others in the same organization, employees used these programs for a greater understanding of their coworkers (Leonardi et al., 2013).

The second path into an organization was the integration of open-source or proprietary software, which was either installed on an internal corporate server or was accessed through an on-demand cloud-based software as a service (SaaS) methodology. This delivery mechanism allowed businesses to regulate which programs their users had access, while giving both desktop and mobile access to the application. The third path for enterprise social media to enter the workplace ecosystem was through in-house proprietary solutions. These applications were often built and deployed as prototypes by software vendors and were later incorporated into full-blown commercial offerings (Leonardi et al., 2013).

The amount of time people spend using enterprise social media is continuously growing (Hanna, Kee, & Robertson, 2017; Kane, 2015; Verduyn et al., 2017). Facebook—which owns such social networking sites Instagram, Messenger, and WhatsApp—has reported that users spend over 50 minutes per day on their platforms (Stewart, 2016). According to the Bureau of Labor Statistics (as cited in Verduyn et al., 2017), researchers have shown that people spend

more time on enterprise social media sites than participating in sports (17 minutes) or socializing in person with friends (43 minutes), and only slightly less time than people spend eating each day (64 minutes).

Social network sites usage has increased dramatically over the past decade. According to the Pew Internet and American Life Project (Poushter, Bishop, & Chwe, 2018), as of Spring 2017, 69% of American adults engaged in some activity on an enterprise social media site. Additionally, during the same period, 73% of all adult women worldwide actively engaged in activities on enterprise social media sites. The number of individuals using social media technologies differs from country to country, however, with the median use across the 39 countries included in the study being 53% of all adults (Poushter et al., 2018). These countries included the United States and multiple countries in Europe, Asia, and Latin America.

With more than half of the adult population across the globe accessing enterprise social media sites, and with almost 70% of American adults accessing this technology, there is a need for research on how these technologies impact employees in the workplace (Kane, 2015; Leonardi et al., 2013). Even with employees increasing their time spent on enterprise social media sites, there is very little research on how it impacts satisfaction in the workplace through various behaviors (Cook, 2017; Demircioglu, 2018; Haddud et al., 2016). Understanding the positive or negative impact enterprise social media has on an employee could provide company leadership with the information needed to determine if they will implement any enterprise social media within their technology stack.

Forsgren and Byström (2017) stated that there are two key challenges associated with employees using enterprise social media in the workplace. The first challenge is that employees may not adopt or use the platforms regularly (Forsgren & Byström, 2017; Kane, 2015; Sharma &

Bhatnagar, 2016). The second challenge is that, even if the employees adopt and utilize the enterprise social media, they may not use using the platforms as intended, expected, or effectively (Forsgren & Byström, 2017). An essential challenge in the use of enterprise social media in the workplace is the possibility that the flexibility of enterprise social media creates too many opportunities for the user, thus allowing the users to interpret and apply them in many different and incoherent ways (Forsgren & Byström, 2017).

Other researchers provided insight that the adoption of enterprise social media happens at the user's own pace which may impact the utility of the applications and its use within the organization (Cook, 2017). Additionally, Charoensukmongkol (2014) stated that concern over media addiction has been a deterrent for the adoption of enterprise social media in the workplace. The inability of users to check their social media accounts interferes with their workplace performance and may have serious effects on handling job functions and responsibilities (Charoensukmongkol, 2014). When employees are faced with stress in the workplace or the requirement to complete boring tasks, social media may be used as a source of self-interested deviance (Carlson et al., 2016). This is best illustrated by employees who actively engage with social media to give others the appearance of working hard, regardless of the outcomes to the organization (Carlson et al., 2016; Holland et al., 2016).

The conceptual framework used in this research was Herzberg's motivation-hygiene theory. According to Herzberg's theory, (1959) each of the factors of communication, collaboration, connectedness, and the ability to minimize the time needed to perform research impacts an employee's job satisfaction or job dissatisfaction. The purpose of this study was to explore the perceptions on the impact enterprise social media has on job satisfaction for employees in a global organization with a geographically diverse workforce. The study

specifically focused on perceptions of how enterprise social media impacted the factors of collaboration, communication, connectedness, and the ability to streamline research, thus providing insight into the employee's job satisfaction. When the study participants described a higher level of engagement by the organization, they stated that they were more motivated to connect with others, share new ideas and innovations, collaborate with others, and participate more actively in the socialization process with other employees (Demircioglu, 2018; Haddud et al., 2016; Holland et al., 2016; Sharma & Bhatnagar, 2016).

Statement of the Problem

The problem addressed in this study deals with employees' disconnectedness and disengagement in companies that have become more geographically distributed. Employers have attempted to correct this issue through the use of enterprise social media. With all of the benefits that enterprise social media can provide, there has been little research performed on the effects it has on the internal processes of an organization (Demircioglu, 2018; Verduyn et al., 2017), yet organizations cite employee engagement and collaboration as one of the top uses of enterprise social media (Moorman, 2018; Sharma & Bhatnagar, 2016). In addition, the economic influence of social media to company performance remains basically unchanged since 2016, yet companies continue to use social media as a key focus in their marketing strategies (Moorman, 2018). The findings of this study could provide direction for corporate leadership to take advantage of the impact by the adoption of enterprise social media (Kane, 2015; Sharma & Bhatnagar, 2016).

Employees who are disconnected from coworkers, disengaged from their team, or distanced from the mission of the organization deliver substandard work and possess feelings of dissatisfaction in the workplace (Demircioglu, 2018; Hallowell, 2011; Khanna, 2017). As employees become more geographically dispersed, enterprise social media is a workplace tool

that can help deal with the challenges of employee communication, collaboration, and connection (Cook, 2017; Holland et al., 2016; Sharma & Bhatnagar, 2016). Social interaction, collaboration, and employee connectedness enhance the outcomes of organizational initiatives. Strengthening these outcomes leads to increased levels of trust in the organization and ultimately increases an employee's job satisfaction, enabling the organization to achieve its goals (Cook, 2017; Demircioglu, 2018; Mishra et al., 2014).

According to Hallowell (2011), a geographically diverse workplace can leave employees with a sense of disconnectedness impacting their level of job satisfaction. When faced with isolation from other members of the organization, Hallowell (2011) contended that employees' disconnection and disengagement are two of the main causes of substandard work. The lack of communication, connection, and engagement with peers are contributing hygiene factors that, when corrected, can reduce job dissatisfaction (Alshmemri, Shahwan-Akl, & Maude, 2017; Herzberg, 1959; Herzberg, 1968). Herzberg's theory suggests that to improve productivity, employers must recognize and attend to both job satisfiers and job dissatisfiers and not assume that an increase in satisfaction will lead to decrease in job dissatisfaction (Alshmemri et al., 2017; Herzberg, 1968; Herzberg, Mausner, & Snyderman, 2010).

Cook (2017) contended that communication is critical for groups to maintain effective relationships in the workplace. The use of enterprise social media can enhance organizational communication and diminish geographic barriers (Liu & Bakici, 2019). The connection between workplace team members can be formal, such as prescribed and regulated communication (Cook, 2017), or, as is most prevalent with social software, the communication channel can be mostly informal (Cook, 2017). Carlson et al. (2016) contended that employees who are lonely or have feelings of disengagement may turn to social media as a means of communicating and

connecting with others at work. An example of formal channels of communication in the workplace includes intranets, which provide a mechanism for sending, receiving, and providing information to others within the same organization. An example of informal channels of communication in the workplace includes blogs and discussion forums. Blogs, short for web logs, are online journals where the employee can post information to the larger community. According to Cook (2017), blogs can support three functions: knowledge management, business intelligence, and project management.

When dealing with social technologies used for communication within the enterprise, it makes less sense to differentiate between each of the various tools and more sense to treat these tools as part of an integrated enterprise social media platform (Leonardi et al., 2013). As new and better technologies emerge, the potential for social media to become the chosen communication tool will continue to grow (Carlson et al., 2016). Therefore, when exploring the perceptions of employees of the impact enterprise social media has on their job performance, research has to include insight on the various tools available and the impact each of the tools has on the employee.

Purpose of the Study

The purpose of this qualitative case study was to explore the perceptions of employees of the impact enterprise social media has on a global organization with a geographically diverse workforce. With companies becoming more distributed and the number of employees working from home increasing, the problem that arises is understanding if the use of enterprise social media applications positively or negatively affects individuals in the workplace (Chen & Wei, 2019; Cook, 2017; Demircioglu, 2018; Verduyn, Ybarra, Résibois, Jonides, & Kross, 2017). The results obtained through this study provided insight into the perceptions of employees regarding

the impact enterprise social media has on communication, collaboration, connectedness, and the ability to streamline research. The conceptual framework used in this research was Herzberg's motivation-hygiene theory. According to Herzberg (1959), each of the factors of communication, collaboration, connectedness, and the ability to minimize the time needed to perform research impacts an employee's job satisfaction or job dissatisfaction. Herzberg's theory suggests that to improve productivity, employers must recognize and attend to both job satisfiers and job dissatisfiers and not assume that an increase in satisfaction will lead to decrease in job dissatisfaction (Alshmemri et al., 2017; Herzberg, 1968; Herzberg et al., 2010).

There were three instruments used in this study to maximize the acquisition of information from the study participants. These instruments were a survey to qualify the potential candidates from the larger population, a one-on-one interview with each study participant, and a focus group where multiple study participants shared their perceptions on the use and effectiveness of enterprise social media in the workplace. The information obtained in this study included how enterprise social media impacts employee engagement and focused on how employees use social media to connect and collaborate with other team members in a geographically diverse organization. It is important to understand how enterprise social media impacts such themes as collaboration, communication, and connectedness, as engaged and connected employees perform better, work harder, and are more apt to help organizations reach their goals (Demircioglu, 2018; Holland et al., 2016; Leftheriotis & Giannakos, 2014; Robertson & Kee, 2017).

Hallowell (2011) stated that connection between employees is a bond that one feels with other people, groups, tasks, mission, or anything else that impacts their willingness to work toward one common objective or goal. Promoting this connection is key to increasing employee

connectedness and effectiveness in the workplace (Hallowell, 2011). When an employee is disconnected from others within the organization, disengaged from the team, or distanced from the group mission, the result is generally substandard work and overall employee dissatisfaction (Demircioglu, 2018; Haddud et al., 2016; Hallowell, 2011; Khanna, 2017; Sharma & Bhatnagar, 2016).

According to Saunders (as cited in Bin Shmailan, 2016), effective communication makes employees feel that they are valued members of the organization. Open communication between leadership and the workforce is an effective way to make employees feel more engaged (Bin Shmailan, 2016). Open communication has also been proven to enhance productivity, profitability, streamlining of organizational roles, and employee engagement (Mishra et al., 2014). Strengthening the line of communication leads to increased levels of trust in the organization and ultimately helps the organization reach its goals (Bin Shmailan, 2016; Cook, 2017; Mishra et al., 2014).

Cook (2017) asserted that collaborative enterprise social software supports the engagement of participants with shared goals and commitments to solve a problem. Collaboration between coworkers is social and involves engagement and a form of interpersonal relationship between the parties (Cook, 2017). To achieve the shared commitment or goal, the enterprise social software needs to provide employees the ability to make contributions and not just share documents or announcements (Cook, 2017; Mishra et al., 2014). Additionally, collaborative enterprise social media needs to provide a mechanism for employees to edit work or information that is owned collectively (Cook, 2017).

Job satisfaction can be defined as the overall attitude each member of the workforce has toward their work, work environment, and role in the organization (Demircioglu, 2018; Hanna et

al., 2017). Job satisfaction can also be defined as a “pleasurable or positive emotional state, resulting from the appraisal of one’s job or job experiences” (Locke, 1976, p. 1304). Job satisfaction is one of the most analyzed of all employee attitudes and has a direct correlation to performance (Demircioglu, 2018).

Numerous researchers have studied job satisfaction in the workplace, but because enterprise social media has become a major tool used by employees of public and private organizations, the direct and indirect effects of social media on collaboration, connection, and engagement are still relatively unknown. The information obtained through this study will contribute to information companies have on how social media impacts employees from an individual-oriented perspective.

Research Question

The problem with companies becoming more geographically distributed is that it increases feelings of disconnectedness and disengagement. Employers have attempted to correct this issue through social media. Despite all the benefits that enterprise social media can provide, there has been little research performed on the effects of social media on internal processes of an organization (Demircioglu, 2018; Hadud et al., 2016; Verduyn et al., 2017). Organizational leaders have stated that one of the top uses of enterprise social media is employee engagement (Moorman. 2018). Considering the lack of research on the use of enterprise social media as a tool for collaboration and employee connection, the main research question this study examined is:

RQ1. How does the use of enterprise social media in the workplace impact the perceptions of employees in a global corporate organization with a geographically diverse workforce?

Rationale, Relevance, and Significance of the Study

Previous research in the area of enterprise social media use at work was mostly focused on its use as a tool for communicating with external parties, including customers, business partners, suppliers, and the general public (Andzulis et al., 2012; Demircioglu, 2018; Forsgren & Byström, 2017; Leonardi et al., 2013; Sharma & Bhatnagar, 2016). When employees are not actively engaged with the technology, the effectiveness of enterprise social media cannot be obtained (Liu & Bakici, 2019). The rationale for this study was to close the gap in knowledge of how enterprise social media in the workplace positively or negatively affects employees in a globally distributed organization.

Multiple studies have been conducted reviewing the paradigm of enterprise social media in the workplace and there have been mixed results in the conclusions (Aichner & Jacob, 2015; Holland et al., 2016; Hanna et al., 2017). Due to the increase in enterprise social media functionality, many organizations are adopting these tools for use in the workplace (Moorman, 2018). Research has proven that excessive use of enterprise social media may lead to distraction or cyber-loafing (Holland et al., 2016), which has a negative effect on employees' performance in the workplace (Leftheriotis & Giannakos, 2014) and may negatively affect job satisfaction (Charoensukmongkol, 2014; Robertson & Kee, 2017). According to Holland et al. (2016), enterprise social media can also have a positive effect on work-life balance, improve employee retention, and positively impact job satisfaction. The amount of interpersonal connection and support provided and received through enterprise social media impacts the degree to which an employee uses enterprise social media in the workplace (Charoensukmongkol, 2014).

As a leader, this information will be relevant in determining if the inclusion of enterprise social media in the workplace will positively impact performance on a geographically distributed

team. Because the participants in this study were divided into three distinct groups based on function and geographic distribution, the information obtained will provide leaders a more granular view of the potential impact enterprise social media may have on their teams. Leaders should be cautious of assuming that there will be a positive effect on performance and aware of potential unintended outcomes. Although enterprise social media provides employees with a tool to communicate with more people, it could ultimately reduce the value of communication if they only communicate with others in the same group or the same role (Kane, 2015).

The significance of the study was to provide leaders with the information needed to determine if implementing enterprise social media within their organization will have a positive impact on job satisfaction. Because there has been very little research performed that defines how social media affects employees from an individual-oriented perspective (Demircioglu, 2018; Holland et al., 2016; Leftheriotis & Giannakos, 2014), it is important to understand how enterprise social media impacts the employee in the workplace. This information is relevant to organizations looking for a method of positively increasing performance, as motivated employees perform better, work harder, and are more likely to help organizations reach their goals (Demircioglu, 2018; Haddud et al., 2016; Holland et al., 2016; Leftheriotis & Giannakos, 2014; Robertson & Kee, 2017).

Definition of Terms

Definitions of social media focus on the combination of technology and the communication it facilitates. One popular definition of social media is: “the many relatively inexpensive and widely accessible electronic tools that enable anyone to publish and access information, collaborate on a common effort, or build relationships” (Jue, Marr, & Kassotakis, 2009). Another definition is that enterprise social media is a multifunctional and social

collaboration platform which supports private information sharing and communication within organizations (Jarrahi & Sawyer, 2013, as cited in Liu & Bakici, 2019)

Another widely used, more detail-oriented definition is: “Internet-based applications that build on ideological and technological foundations of Web 2.0, and that allow the creation and exchange of ‘User Generated Content’” (Kaplan & Haenlein, 2010). Web 2.0 refers to certain basic functionalities, rather than any specific technology. This description of social media relies on the content generated by the technology to differentiate it from other technologies. User generated content refers to media content that fulfills three basic requirements: (a) it is accessible publicly or to a group of people via a website (which rules out e-mails and instant messages); (b) it shows a certain amount of creative effort (such as modification or comment on existing content); and (c) it is created outside of professional routines and practices (which excludes commercial marketing content). Kaplan and Haenlein (2010) provided a 3x2 matrix with six categories to classify social media tools. This classification is based on media research theories of social presence (Short-Williams & Christie, 1976) and media richness (Daft & Lengel, 1986), and social process theories (Goffman, 1959) of self-presentation and self-disclosure (Barczyk & Duncan, 2011).

Collaboration. Collaboration is the process of two or more people or organizations working together to complete a task or achieve a goal. In enterprise social media, collaboration tools allow people to work with one another to solve specific problems in multiple methodologies. Examples of collaboration platforms include instant messaging, team spaces, web sharing software, as well as audio and video conferencing. Companies generally adopt collaboration platforms to enable workers to connect and interact with others on a real time basis (Cook, 2017).

Communication. Communication is the act of conveying meanings from one group to another through the use of mutually understood signs, symbols, and semiotic rules. In enterprise social media, communication tools allow others to converse either by text, images, voice, video, or a combination of technologies. Examples of communication platforms include forums, blogs, and instant messaging (Cook, 2017).

Connectedness. Connection refers to the bond an employee receives by associating closely with other employees, groups, or organizations that stimulate their sense of attachment and loyalty. Hallowell (2011) maintained that the more intense the connection is between employees and the group or organization, the more effective they will be at working towards achieving organizational goals. In enterprise social media, connection tools allow users not only to connect with each other, but to connect to content to make their jobs easier (Cook, 2017). An example of connection tools includes external and internal social networking platforms.

Enterprise social media. Enterprise social media are electronic tools that facilitate communication and interaction between multiple internal or external users (Cai, Huang, Liu, & Wang, 2018; Demircioglu, 2018; Leonardi et al., 2013; Liu & Bakici, 2019). Enterprise social media has made it easier for associates working in geographically diverse locations to share information, provide open-ended feedback, and exchange user-generated content (Aichner & Jacob, 2015; Edwards, 2015; Kwahk & Park, 2016; Leftheriotis & Giannakos, 2014; Sharma & Bhatnagar, 2016). Examples of enterprise social media tools include external facing applications such as Facebook, LinkedIn, and Twitter. Examples of internal social media tools for communication and collaboration within an organization include Microsoft's Yammer, and Salesforce's Chatter. Applications that can be used for communication internally and externally include Microsoft Teams and Skype for Business. (Andzulis et al., 2012). Each of these offerings

provides users the ability to share information either privately or in a public forum depending on the functionality of the offering (Demircioglu, 2018; Edwards, 2015).

Enterprise social media has been identified as a web-based based platform that provides a mechanism for organizational communication with external parties, including customers, vendors, and the public (Cai et al., 2018; Leonardi et al., 2013; Liu & Bakici, 2019).

Organizations that use social media to communicate with external parties also use a strategy that provides employees a mechanism to communicate with other coworkers and broadcast messages to groups or the entire organization (Cai et al., 2018; Leonardi et al., 2013; Liu & Bakici, 2019).

Additionally, enterprise social media allows users to post, sort, and edit text, pictures, videos, and files linked to themselves or others and view this correspondence and attachments on an as-needed basis (Leonardi et al., 2013; Liu & Bakici, 2019).

Facebook. Facebook is an Internet-based social media and networking organization with corporate headquarters in Menlo Park, California and multiple offices located around the world. The initial website was launched in 2004 at Harvard University by Mark Zuckerberg and was quickly expanded to numerous higher education institutions. In 2006, Facebook opened registration to anyone over 13 years of age, and by the end of the year, Facebook had over 12 million registered users (Facebook, 2018). According to the Facebook newsroom (2018), the registered user base had grown to 2.13 billion active users, making Facebook the largest social media platform in the world.

Job satisfaction. Employee job satisfaction can be defined as the overall attitude each member of the workforce has toward their work, work environment, and role in the organization (Demircioglu, 2018; Hanna et al., 2017). Job satisfaction can also be defined as a “pleasurable or positive emotional state, resulting from the appraisal of one’s job or job experiences” (Locke,

1976, p. 1304) and can be the result of providing workers with autonomous working conditions and an environment where they are encouraged to participate in interpersonal relationships with coworkers (Bin Shmailan, 2015).

LinkedIn. LinkedIn is an Internet-based business and networking service that users can connect to through the LinkedIn website or through a mobile application. LinkedIn was launched in 2003 for professional networking and provides access for employers to post positions and job seekers a location to post their resumes or curriculum vitae (CV). As of April 2017, LinkedIn had 500 million members in 200 countries and in 24 different languages with more than 106 million active users. Companies can obtain information through field-specific LinkedIn groups and establish credibility for their brands by building brand networks, presenting information through videos, and using pages to drive clients to sales channels (Andzulis et al., 2012). LinkedIn provides members the opportunity to build new relationships with influencers or potential employers. LinkedIn is also different from other social networking sites as it enables users to see others who have recently viewed their profile. This provides the member help in nurturing networking contacts. Registered members can invite anyone to connect regardless of whether the other is a registered member. Online contact is through existing relationships or through an introduction by another member.

Microsoft Teams. Microsoft Teams is an enterprise social media offering that combines communication and collaboration tools including; instant messaging, video conferencing, file storage, document collaboration, and application integration. Teams integrates with Microsoft's office productivity suite and features connections for other applications to integrate.

Additionally, Teams provides the user the ability to conference through a variety of methods including voice over IP (VOIP) and public switched telephone networks (PSTN), allowing users

to call phone numbers through the client interface. Microsoft Corporation introduced Teams in 2016 as an upgrade to the Skype for Business application they were providing as their collaborative business offering.

Twitter. Twitter is an Internet-based news and social networking site where users can post and interact with messages called *tweets*. Initially, Twitter was created as a microblogging site because it only allowed 140 characters per messages. In 2017, Twitter increased the character allowance to 280 characters per tweet (Murthy, 2012). To post a message, the user must be registered with Twitter, but anyone can read messages without registering with the application. Unlike other enterprise social media offerings where users generally only interact with people they know offline, Twitter users can read and respond to messages posted by people with whom they have a shared interest, regardless of if they know them (Murthy, 2012). Twitter users access the application through either a web-based interface, through a text-messaging service component, short message service device (SMS), or their mobile device.

Assumptions, Delimitations, and Limitations

Studies examining the impact of overall internet usage on employees are not included in this research as there are too many categorizations of internet activity than would be optimal for one study. Studies assessing specific social media behaviors including cyberbullying, trolling, cyber harassment, cyberstalking, or sexual exploitation are also not included as each of these behaviors are governed by specific legal sanctions and need to be studied based on their separate treatments. Rather than adopting a macro approach based on internet usage or a micro approach based on one specific enterprise social media site, this study focuses on the impact of multiple enterprise social media site usage and its impact on collaboration, communication, and connectedness in a specific global corporate organization.

Assumptions. The following assumptions provide insight into the requirements of the study participants. Each of these assumptions were monitored throughout the research to maintain their validity. During the data collection portion of this study, such demographics as gender, age, race, religion, color, marital status, and sexual orientation of the participants were not expressed as to not impact the results of the study. Any demographic information conveyed through one-on-one interviews or through focus group will only be used in the final study results as factors to segregate the responses provided. Additionally, because the study participants were geographically dispersed, it was assumed that the participants' geographic location would not impact the responses. It was expected that all study participants used a computer, tablet, or smart phone as a point of connectivity to the enterprise social media, and that all participants knew how to utilize the tools provided.

All study participants were gainfully employed with the same organization through the research portion of the study. Additionally, all study participants were employed with the same team through the research portion of the study as to not impact the study findings. Lastly, any results from study participants who left the company or their individual team were removed from the final findings.

Various researchers (Hanna et al., 2018; Verduyn et al., 2017) have detailed how social networking sites provide users with a tool for collaboration, communication, and connectedness. In an organization with a geographically distributed workforce, such as the organization in which the study participants all worked, enterprise social media may be the only tool that provides users the ability to connect with one another, even if it is through superficial interactions (Hallowell, 2011). It was assumed that study participants all had access to the various enterprise social media that their organization provided, and that each member used it in some manner. A further

assumption was that all study participants in two of the three groups were geographically distributed and did not work in the same location as other study participants. The assumption that the third group, the administrative employees, would be chosen based on their general proximity to one another.

Delimitations. The following delimitations were set forth to create boundaries to limit the scope of the study. This research was restricted to three distinct groups within one global organization. The first of these groups was a globally distributed technology team comprised of enterprise solution architects and senior solution architects, all highly educated, most of whom had advanced degrees. These individuals were geographically distributed across the globe with most living in the United States and all work from home in one capacity or another. None of the study participants from this group were in the same physical location, so all members were equally disconnected from the others.

The second group of volunteer participants were members of a U.S.-based sales organization. These individuals were also geographically distributed, but less than the technology team, as the sales organization study participants all had offices in Atlanta, Georgia, Philadelphia, Pennsylvania, or Charlotte, North Carolina. Although all members of the team had an office in one of these three cities, they all worked significantly from a home-based office or at client sites throughout the United States. All study participants in this group were client-facing sales team members. The inclusion of this team provided insight into the use and efficacy of enterprise social software on a team that is less disconnected, less educated, and had a different job function from the first participant group.

Lastly, the third group of study participants were part of the administrative teams of the same global multinational corporation. These individuals were all based in either Austin, Texas

or Center Valley, Pennsylvania, and all members of this were office-bound employees. Many of these study participants had the ability to work from a home-based office at various times. The inclusion of this team was to provide insight into the use and efficacy of enterprise social software on a team that was based in the same geography as their counterparts and performed a different job function from the first two participant groups.

In order to assure manageability of the collected data, the same open-ended survey instrument was used with each study participant. Additionally, each study participant had to approve the recording of the one-on-one discussions so that the recordings could be used during the transcribing of the responses. If a study participant did not approve the recording of his or her one-on-one interview or group focus group, that individual was asked to leave the study.

Limitations. The limitations included characteristics of the design that influenced the interpretation of the findings. By using three research methods, survey, one-on-one interviews, and focus groups, it was expected that some of the limitations would be contained. The results of the interviews were expressed according to the responses provided by the participants with limited interpretation based on open-ended questioning. The completeness of the answers provided during the interviews determined how much information was provided for the results. A limitation of the study was forecasting the amount and depth of information provided by the study respondents and the quality of the information provided during the survey, interviews, and focus group.

A limitation of the study was potential response bias by the study participants. Response bias could be a threat because the study participants all had a personal relationship with the researcher and may have responded according to how they felt the researcher wanted the information. Response bias was also a threat based on the study participants opting to respond

based on how they felt the organization wanted them to respond and not providing their own personal perceptions. This response bias could have impacted the findings of the study as the study participants may have provided answers that do not reflect their true perceptions of the impact of enterprise social media in the workplace.

Selection bias was a possible threat to the study due to the fact that the data collected came from a limited population from three distinct groups of study participants from one global organization. Selection bias was also possible because the researcher works for the same global organization and has a personal or professional relationship with all of the study participants. The study participants were chosen based on the criteria of position, geographic distribution, and access to enterprise social media, which limited the pool of candidates within the organization the researcher had access to.

A limitation of the study was the ability to determine if the results could be transferable across a larger population based on the limited sample size of potential candidates. The findings are specifically from a global organization with a geographically distributed workforce, so generalization of the findings for an organization that is not geographically distributed was also limited. Because there were multiple demographic variables used in the selection of study participants, transferability to other groups with differing demographic criteria was also a limitation of the study.

Summary

With companies becoming more distributed and the number of employees working from home increasing, the problem that arises is understanding if the use of enterprise social media applications positively or negatively affects individuals in the workplace (Chen & Wei, 2019; Cook, 2017; Demircioglu, 2018; Verduyn, Ybarra, Résibois, Jonides, & Kross, 2017). This

researcher reviewed enterprise social media as a workplace tool that can help deal with the challenges of employee communication, collaboration, and connection (Cook, 2017; Sharma & Bhatnagar, 2016). Instead of using enterprise social media as only a way to communicate with other employees, this researcher focused on enterprise social media as a platform for enhanced social interaction in the workplace (Leonardi et al., 2013).

Enterprise social media in the workplace is used primarily in two ways (Leonardi et al., 2013; Verduyn et al., 2017). The first way that enterprise social media is used in the workplace is as a method of communicating with external parties, including customers, business partners, suppliers, and the general public (Andzulis et al., 2012; Culnan, McHugh, & Zubillaga, 2010; Demircioglu, 2018; Forsgren & Byström, 2017; Leonardi et al., 2013). The second way that enterprise social media is used in the workplace is for internal communication, collaboration, and social interaction across the organization (Demircioglu, 2018; Forsgren & Byström, 2017; Leftheriotis & Giannakos, 2014; Leonardi et al., 2013). The difference in the approach between external and internal enterprise social media usage is that the external system uses whatever formats are necessary while the internal systems generally use one specific platform for multiple functions (Leonardi et al., 2013). Each of these enterprise social media services are used to provide communication, collaboration, and connection within the internal and external networks of an organization.

The purpose of this study was to explore the impact enterprise social media has on collaboration, communication, connectedness, their ability to perform research, and overall job satisfaction in a global organization with a geographically diverse workforce. Through the use of a survey, one-on-one interviews, and a focus group, the information obtained included how enterprise social media impacted employee engagement in a geographically diverse organization.

It is important to understand how enterprise social media impacts collaboration, communication, and connectedness, as engaged and connected employees perform better, work harder, and are more apt to help organizations reach their goals (Demircioglu, 2018; Holland et al., 2016; Leftheriotis & Giannakos, 2014; Robertson & Kee, 2017).

Chapter 2 will concentrate on a review of the existing literature regarding enterprise social media and how it is used in the workplace. To have a better understanding of the impact enterprise social media has on an organization, it is important to understand the different offerings, what benefit each provides, perceived deficiencies, and how enterprise social media supports communication, collaboration, and connection in the workplace. Some research acknowledges that enterprise social media has value in the workplace, yet many employers still struggle to determine what the value is to their organization. (Aichner & Jacob, 2015; Hanna et al., 2017; Holland et al., 2016).

Chapter 2: Literature Review

Introduction to Literature Review

This chapter will provide insight on the most current literature regarding enterprise social media and how it is utilized in the workplace. To have a better understanding of the role enterprise social media plays within an organization, it is important to understand the different offerings in the enterprise social media space, what their identified benefits are, their perceived deficiencies, and how these offerings support communication, collaboration, and connection in the workplace. Researchers have acknowledged that social media has significant value in the business environment, yet many employers struggle to determine what that value is to their organization. (Aichner & Jacob, 2015; Hanna et al., 2017; Holland et al., 2016).

As the workplace continues to become more geographically distributed, enterprise social media is a workplace tool that can help deal with the challenges of employee communication, collaboration, and connection (Cook, 2017; Sharma & Bhatnagar, 2016). Instead of using it as only a method of communication across geographies, companies are using enterprise social media as a platform for enhanced social interaction in the workplace (Leonardi et al., 2013). This social interaction augments several outcomes for the organization including productivity, profitability, streamlining of organizational roles, and employee engagement (Mishra et al., 2014). Strengthening these outcomes leads to increased levels of trust in the organization and ultimately helps the organization reach its goals (Cook, 2017; Mishra et al., 2014).

It is important to understand how enterprise social media affects employee communication, collaboration, and connection, as motivated employees perform better, work harder and are more likely to help organizations reach their goals (Demircioglu, 2018; Haddud et al., 2016; Holland et al., 2016; Leftheriotis & Giannakos, 2014; Robertson & Kee, 2017).

Research on the impact enterprise social media has on motivation and intrinsic attitudes based on employee communication, collaboration, and connection has provided mixed results in terms of the psychological and physiological benefits (Demircioglu, 2018; Verduyn et al., 2017). The different outcomes can be attributed to the role enterprise social media plays within organizations and how employees are able to access and utilize the tools during working hours. (Aichner & Jacob, 2015; Hanna, Kee, & Robertson, 2017; Holland et al., 2016).

An in-depth understanding of employee connectedness and its impact on employee performance was part of the theoretical framework used for this research. Insight into different motivation theories was provided to better explain the benefits on job satisfaction that employee communication, collaboration, and connection provide when detailing the impact enterprise social media has on performance in the workplace. The theoretical background presented here served to corroborate the findings of the theoretical model developed in Chapter 3.

Job satisfaction can be defined as a “pleasurable or positive emotional state, resulting from the appraisal of one’s job or job experiences” (Locke, 1976, p. 1304) and can be the result of providing workers with autonomous working conditions and an environment where they are encouraged to participate in interpersonal relationships with coworkers (Bin Shmailan, 2015). Job satisfaction can also be described as the attitude each member of the workforce has towards their work, environment and role in the organization (Demircioglu, 2018; Hanna et al., 2017). Employee job satisfaction is one of the most analyzed of all attitudes and has a direct correlation to performance (Demircioglu, 2018; Hallowell, 2011).

Hallowell (2011) stated that connection between employees is a bond that one feels with other people, groups, tasks, mission, or anything else that impacts their willingness to work toward one common objective or goal. Promoting this connection is key to increasing employee

job satisfaction and effectiveness in the workplace. When an employee is disconnected from others within the organization, disengaged from the team, or distanced from the group mission, the result is generally substandard work and overall employee dissatisfaction (Hallowell, 2011).

Previous research in enterprise social media use at work was mostly limited to its use as a method of communicating with external parties, including customers, business partners, suppliers, and the general public (Andzulis et al., 2012; Demircioglu, 2018; Forsgren & Byström, 2017; Leonardi et al., 2013; Sharma & Bhatnagar, 2016). Even with all the benefits that enterprise social media can provide there has been little research performed on the effects it has on the internal processes of an organization (Demircioglu, 2018; Verduyn et al., 2017), yet organizations continue to note that one of the main uses of enterprise social media is employee engagement and collaboration (Moorman. 2018; Sharma & Bhatnagar, 2016). This research helps fill the gap in understanding how the use of enterprise social media in the workplace affects collaboration, communication, and connectedness across internal constituents.

This chapter is divided into two sections; the first section focuses on a review of the relevant literature providing insight into the various enterprise social media tools, both internally and externally focused. The second section of this chapter will concentrate on the literature review surrounding various motivation theories that describe job satisfaction based on the enhancement of communication and collaboration in the workplace. Included in this section of the chapter is detailed insight regarding connectedness and its implications on job satisfaction and performance. The goal of this research was to provide insight into the perceptions of employees utilizing enterprise social media on its impact on their job satisfaction.

Enterprise social media. Enterprise social media has been defined as electronic tools that facilitate communication and interaction between multiple internal or external users (Cai et

al., 2018; Demircioglu, 2018; Leonardi et al., 2013; Liu & Bakici, 2019). Enterprise social media has made it easier for associates working in geographically diverse locations to share information, provide open-ended feedback, and exchange user-generated content (Aichner & Jacob, 2015; Edwards, 2015; Kwahk & Park, 2016; Leftheriotis & Giannakos, 2014).

Examples of enterprise social media tools include external facing applications such as Facebook, LinkedIn, and Twitter. Examples of internal social media tools for communication and collaboration within an organization include Microsoft's Yammer, and Salesforce's Chatter. Applications that can be used for communication internally and externally include Microsoft Teams and Skype for Business. (Andzulis et al., 2012). Each of these offerings provide users the ability to share information either privately or in a public forum (Demircioglu, 2018; Edwards, 2015). The distinction between a private or public forum has been blurred due to social media connections (Robertson & Kee, 2017).

Leonardi et al. (2013) identified enterprise social media as web-based based platforms that provide a mechanism for organizational communication with external parties, including customers, vendors, and the public. Most organizations that use social media to communicate with external parties also use a strategy that also provides employees a mechanism to communicate with other coworkers or broadcast messages to groups or the entire organization. Additionally, enterprise social media allows users to post, sort, and edit text, pictures, videos, and files linked to themselves or others and view this correspondence and attachments on an as-needed basis (Leonardi et al., 2013).

There are multiple technologies that enable employees to perform the functions referenced as components of enterprise social media. Electronic mail (e-mail) provides a communication tool for users to send and receive messages both within their organization and

with external participants (Leonardi et al., 2013). Forums, message boards, and social tools such as Microsoft Teams and Skype provide mechanisms for the employee to communicate with larger and sometimes unspecified audiences. Knowledge management and content sharing systems such as SharePoint and Google+ provide mechanisms for employees to provide access to documents, videos, and images and can make them searchable so that others may find their information as needed (Leonardi et al., 2013). Leonardi et al. (2013) asserted that an advantage of using enterprise social media in the workplace is that the technology can transcend boundaries between work groups as well as providing a mechanism for interpersonal connectivity. In addition, Leonardi et al. (2013) stated that enterprise social media fosters a sense of community by bringing people together with similar goals regardless of geographic boundaries, social group, or culture.

A disadvantage of enterprise social media is that communication between people in a group can be affected based on their knowledge that others can read their messages when sent to the larger audience. Additionally, there is an inherent risk of sharing information that may be proprietary to the organization or group through online distribution. Enterprise social media can also encourage the creation of cliques or factions among participants in the group who are like minded, which promotes a specific ideology or agenda with which others may not agree. Lastly, a disadvantage of enterprise social media is that cultural differences in communication may become more prominent, which may inhibit communication across geographic and cultural boundaries (Leonardi et al., 2013).

Social networking sites. Among the most widespread enterprise social media sites are social networking sites (Leftheriotis & Giannakos, 2014; Verduyn et al., 2017). These sites enable users to interact with one another through the creation of an online persona which

contains personal information about the user. Once the persona has been created, it is up to the individual to determine who they want to access their information and who they want to interact with through such tools as photo-sharing, video-sharing, electronic mail, and messaging (Leftheriotis & Giannakos, 2014; Robertson & Kee, 2017; Verduyn et al., 2017). This interaction can be with members of their internal organization or outside of their company.

The sites reviewed in this study that allow users to interact with others outside of the organization included Facebook, Twitter, and LinkedIn (Kallas, 2018; Statista, 2018; Verduyn et al., 2017). In addition, a growing number of companies are offering their own internal social networking sites to encourage communication, connection, and collaboration among employees, both professionally and personally (Leftheriotis & Giannakos, 2014). The sites that were reviewed in this study that allow the user to interact with others inside of their organization include Skype, Microsoft Teams, and SharePoint.

Social network sites usage has increased dramatically over the past decade. As of Spring, 2017, 69% of all American adults and 73% of all adult women actively engaged in activities on enterprise social media sites. The number of individuals using social media technologies differs from country to country, however, median use by adults across the 39 countries researched was over 53%. The countries included in the study were the United States and multiple countries in Europe, Asia, and Latin America (Poushter et al., 2018).

With over half the adult population accessing enterprise social media sites, and with 69% of American adults accessing this technology, there is a need for research into the efficacy of enterprise social media in the workplace. Even with employees spending time on enterprise social media sites, there is very little research on how it impacts satisfaction in the workplace through collaboration, communication, and connection (Cook, 2017; Demircioglu, 2018). By

understanding the potential impact enterprise social media usage this research can provide companies with information to determine if it is prudent to implement enterprise social media within their technology stack.

Conceptual Framework

With companies becoming more distributed and the number of employees working from home increasing, the problem that arises is understanding if the use of enterprise social media applications is positively or negatively impacting the individuals in the workplace (Chen & Wei, 2019; Cook, 2017; Demircioglu, 2018; Verduyn, Ybarra, Résibois, Jonides, & Kross, 2017). The conceptual framework used in this study Herzberg's motivation-hygiene theory. This theory provided the framework for the analysis of employee job satisfaction and the impact enterprise social media has on the contributing factors of communication, collaboration, connectedness, and the ability to streamline research. According to Herzberg (1959), each of these factors impacts employee job satisfaction or job dissatisfaction.

The results of the research established five themes where enterprise social media had a direct impact. Those themes were collaboration, communication, connectedness, the ability to streamline research, and employee job satisfaction. The factors that were used to categorize the respondents were based on their job function and geographic diversity within the study participants' work groups. The final outcome of this study is the synthesis of the findings from the research on how enterprise social media impacts employees.

As the workplace continues to become more geographically distributed, enterprise social media is a workplace tool that can help deal with the challenges of employee communication, collaboration, and connection (Cook, 2017; Kane, 2015; Sharma & Bhatnagar, 2016). When queried, almost 22% of all companies stated that a key use of enterprise social media was to

improve employee engagement (Moorman, 2018). Instead of using it simply as a method of communication across geographies, companies use enterprise social media as a platform for enhanced social interaction in the workplace (Leonardi et al., 2013). Social interaction in the workplace enhances several outcomes for the organization including productivity, profitability, streamlining of organizational roles, and employee engagement (Mishra et al., 2014).

Job satisfaction can be defined as a “pleasurable or positive emotional state, resulting from the appraisal of one’s job or job experiences” (Locke, 1976, p. 1304, as cited in Demircioglu, 2018) and refers to the positive or negative perceptions employees have for their jobs and employment. According to Demircioglu (2018), job satisfaction is one of the most analyzed of all employee attitudes in organizational psychology research. Tools such as enterprise social media are important for increased levels of communication in the organization, as studies have shown that a lack of proper communication can encourage users to engage in inappropriate behavior (Kane, 2015). Although there have been numerous studies on job satisfaction and enterprise social media adoption has grown considerably over the past decade, the direct and indirect effects of enterprise social media on employee job satisfaction are still unknown (Demircioglu, 2018; Mishra et al., 2014).

To summarize, despite the increase in usage and the expanding research on social media in recent years, there are few studies analyzing social media’s effects on employees’ job satisfaction. By using the findings from a survey, one-on-one interviews, and a focus group, this study aimed to analyze the effects of using enterprise social media for work purposes on employees’ job satisfaction using Herzberg's motivation-hygiene theory. The following sections will detail the theories of motivation and the role of enterprise social media impacting job satisfaction.

Theories of organizational motivation in the workplace Various theorists have attempted to understand and create a model on what best motivates an employee in the workplace. In 1998, Linder published research detailing the five major theories that have led to the understanding of motivation in the workplace (Lindner, 1998). These theories are Maslow's hierarchy of needs theory, Herzberg's motivation-hygiene theory, Vroom's expectancy theory, Adams's equity theory, and Skinner's reinforcement theory (Lindner, 1998).

The two most prominent theories of organizational management are Maslow's hierarchy of needs (Hanna et al., 2017; Miller, 2015) and Frederick Herzberg's Motivation-Hygiene Theory. Each of these theories connect job satisfaction in the workplace to the ability of the individual to perform at an elevated level (Fallatah & Syed, 2018; Hanna et al., 2017; Miller, 2015). This researcher reviewed these needs in the context of how enterprise social media enhances employee communication, collaboration, and connection and how it impacts employee job satisfaction and performance in the workplace.

Maslow's hierarchy of needs. Maslow's hierarchy of needs was originally proposed as a general theory in the 1940s. Maslow later applied his hierarchy of needs to the organizational context (Fallatah & Syed, 2018; Hanna et al., 2017). Maslow postulated that there are five universal needs that are the basis for motivation of all employees (Fallatah & Syed, 2018; Hanna et al., 2017; Maslow, 1943). These needs include physiological survival, safety, social or affiliation, esteem, and self-actualization (Fallatah & Syed, 2018; Hanna et al., 2017; Maslow, 1943). These needs are represented in a bottom up hierarchal order of importance with the need of physiological survival as the base (see Figure 1).

According to Maslow (1943), physiological needs are the most important to employees, and if they are not met, then the other needs in the hierarchy will not serve as motivating factors

for the individual. What this means is that the major motivating factors are the basic human needs for survival: food, water, clothes, and shelter, and all other needs are pushed into the background or are not existent (Fallatah & Syed, 2018; Maslow, 1943).

Once the physiological needs have been satisfied, the next need, safety or security, needs to be controlled to provide the employee with a safe, orderly, predictable, organized world in which the unexpected rarely occurs (Fallatah & Syed, 2018; Maslow, 1943). This is generally easy to accomplish by providing the employee with job stability as well as various assurances through insurance such as medical, disability, and unemployment compensation (Fallatah & Syed, 2018; Maslow, 1943). All other needs are of lesser consequence for an employee who is motivated through safety needs, including the physiological ones. An employee motivated by safety concerns should have their physiological ones satisfied (Fallatah & Syed, 2018; Maslow, 1943).

Once safety needs have been satisfied, the next need, social needs, including interpersonal relationships, friendship, encouragement, help with job pressure, and guidance on work performance, all become paramount (Fallatah & Syed, 2018; Maslow, 1943). At this juncture, there is nothing that makes an employee more motivated than the friendship, encouragement, and support of coworkers and management (Fallatah & Syed, 2018; Maslow, 1943). It is at this level in the hierarchy of needs that enhancement of employee communication, collaboration, and connection become dominant until the gratification point is met and the need is fulfilled. It is at that point the employee moves on to the next stage in the hierarchy, esteem (Fallatah & Syed, 2018; Maslow, 1943).

The next need in the hierarchy is the need for recognition or esteem needs. Recognition, according to Hallowell (2011), is validation and praise, which is an acknowledgement of an

individual's achievement. This validation can be provided by a coworker, manager, customer, or even from a competitor. Esteem can be provided in different forms and may be provided in a corporate environment through additional pay, awards, or just a pat on the back (Fallatah & Syed, 2018; Hallowell, 2011). Esteem can be provided in person or through electronic media, making enterprise social media more important for employees who are motivated at this level of the hierarchy. According to Maslow (1943), esteem needs include an appreciation of one's ability and an acknowledgement of one's achievements (Fallatah & Syed, 2018).

Continuing through the continuum of Maslow's hierarchy of needs, positive social interaction, including affection, friendships, prestige, reputation, and recognition, increase one's self-esteem (Fallatah & Syed, 2018; Hallowell, 2011; Maslow, 1943). Not acknowledging the self-esteem needs of an employee on the part of the employer or management could result in employee dissatisfaction, a feeling of inferiority, discouragement, or weakness, which would have a strong demotivating factor on the employee in the workplace (Fallatah & Syed, 2018; Hallowell, 2011; Maslow, 1943).

The last of Maslow's hierarchy of needs is that of self-actualization. This was conceptualized by Maslow as an individual's ability to excel and live up to his or her potential (Fallatah & Syed, 2018; Hallowell, 2011; Maslow, 1943). All other needs must be gratified, and the physiological, safety, love, and esteem needs must be satiated before self-actualization can be realized (Fallatah & Syed, 2018; Hallowell, 2011; Maslow, 1943). To reach his or her potential in the workplace, an employee must be motivated by the need for self-actualization (Fallatah & Syed, 2018; Hallowell, 2011; Maslow, 1943). Self-actualization, according to Maslow (1943), is the condition where the employee seeks to satisfy his or her need to be recognized as professionally mature, leading to advanced career growth, where the purpose of work remains

fulfilled and the person ends up intrinsically motivated (Fallatah & Syed, 2018; Hallowell, 2011; Maslow, 1943).

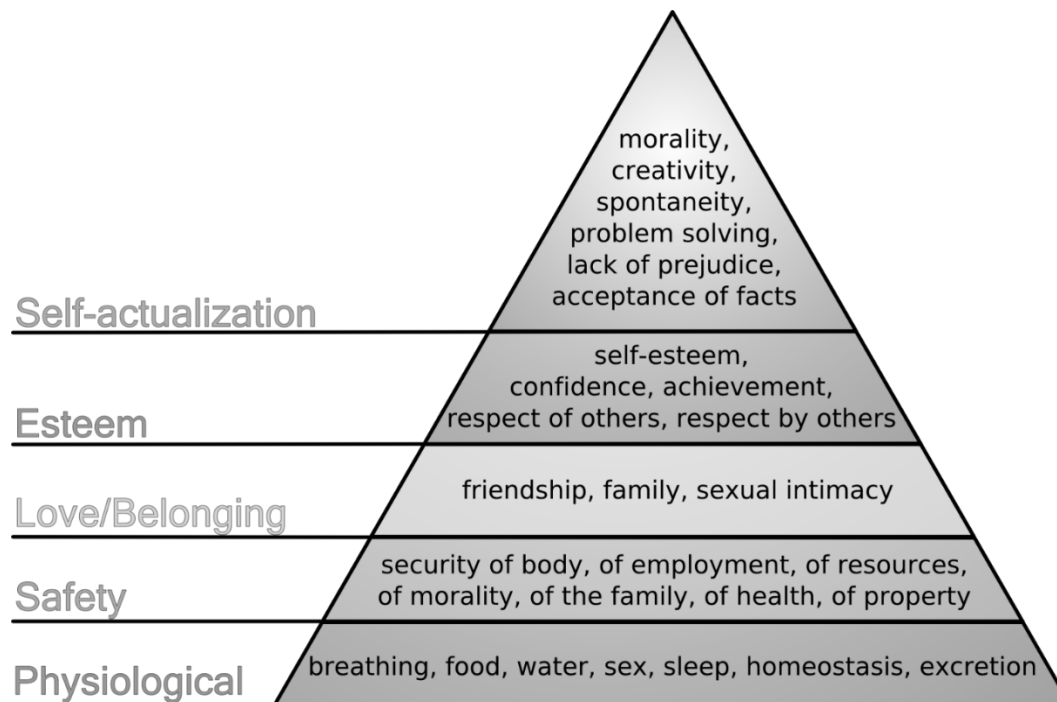


Figure 1. Maslow's hierarchy of needs. Source: Wikimedia Commons, the free media repository. Retrieved with permission from https://commons.wikimedia.org/w/index.php?title=File:Maslow%27s_hierarchy_of_needs.png&oldid=117944743.

Herzberg's motivation-hygiene theory. Herzberg's theory was first published in 1959, when Herzberg, Mausner, and Snyderman (1959) defined the two-factor model of employee motivation and developed the motivation-hygiene theory. This theory was strongly influenced by Maslow's hierarchy of needs (Alshmemri et al., 2017; Hanna et al., 2017; Herzberg, 1968; Herzberg et al., 2010). Herzberg created a two-dimensional model of factors that have an influence on employee attitudes towards their work and further developed a hypothesis that job satisfaction and job dissatisfaction are affected by differing sets of factors (Herzberg et al., 2010).

The presence of these factors may increase job satisfaction, but the absence of these factors may not increase job dissatisfaction (Alshmemri et al., 2017; Hanna et al., 2017; Herzberg, 1968; Herzberg et al., 2010). The two factors that influence job satisfaction were divided into two categories. The first category was associated with the need for growth or self-actualization and became known as motivating factors or satisfiers (Alshmemri et al., 2017; Herzberg, 1968; Herzberg et al., 2010). According to Herzberg (1968), satisfaction or motivation factors in the workplace include achievement, recognition, level of work, authority and responsibility, and the potential for advancement and professional growth (Alshmemri et al., 2017; Hanna et al., 2017; Herzberg, 1968; Herzberg et al., 2010). The second category of factors that influence job satisfaction is associated with an employee's need to avoid unpleasantness in the workplace (Alshmemri et al., 2017; Herzberg, 1968; Herzberg et al., 2010). These are known as hygiene factors and include such components as corporate policies, relationships with management, interpersonal relations with coworkers, working conditions, and compensation (Alshmemri et al., 2017; Hanna et al., 2017; Herzberg, 1968; Herzberg et al., 2010). Figure 2 shows the breakout of the hygiene factors to the motivation factors in Herzberg's theory.

At the core of Herzberg's motivation-hygiene theory is that the difference between motivation and hygiene factors can be determined based on the factors being intrinsic or extrinsic (Alshmemri et al., 2017). Herzberg (1968) defined job satisfaction factors or motivators as those that are intrinsic to the job, such as the work itself, job responsibilities, and potential for personal growth. Such intrinsic motivating factors can also include the ability of the employee to communicate, collaborate, or connect with other members of the organization.

Herzberg also defined hygiene factors, or dissatisfiers, are those that are extrinsic to the job, such as salary, environmental conditions, and interpersonal relationships (Alshmemri et al.,

2017; Hanna et al., 2017; Herzberg, 1968; Herzberg et al., 2010). Such working conditions may also include the use of the tools provided to the employee to enhance their ability to perform their work, such as enterprise social media. Motivation factors operate only to increase and improve job satisfaction and the lack of motivating factors does not lead to job dissatisfaction, but as Herzberg et al. (2010) described, the lack of these factors leads to no job satisfaction.

According to Herzberg (1968), job dissatisfaction ensues when the hygiene factors deteriorate to a level below that which the employee considers acceptable. Hanna et al. (2017) stated that job satisfaction may be highly influenced by enterprise social media when employees read or overhear negative messages from their coworkers or management through the media. In this case, the workplace climate is not the only component that changes; the usage of the enterprise social media tools wane as the employee removes themselves from groups or the tool, altogether (Chen & Wei, 2019; Hanna et al., 2017).

However, when hygiene factors are at levels higher than anticipated by the employee, that does not necessarily lead to overall job satisfaction (Alshmemri et al., 2017; Hanna et al., 2017; Herzberg, 1968; Herzberg et al., 2010). When the job context is optimal for the employee, they will not have job dissatisfaction, but optimal extrinsic job factors do not also equate to a high level of motivation for the employee. It is primarily the motivating or satisfier factors that serve to increase employee job satisfaction (Alshmemri et al., 2017; Hanna et al., 2017; Herzberg, 1968; Herzberg et al., 2010). According to Herzberg (1968), extrinsic hygiene factors need to be controlled before motivating factors can have the desired effect on the employee.

The presence of motivation factors can produce job satisfaction and the absence of these factors leads to no job satisfaction. Hygiene factors work to reduce job dissatisfaction. Therefore, poor hygiene factors (low salary, poor working conditions, etc.) can cause job dissatisfaction,

while better hygiene factors can reduce dissatisfaction but cannot cause job satisfaction (Herzberg et al., 1959). Herzberg described the opposite of job dissatisfaction as no job dissatisfaction. Figure 2 shows the delineation between hygiene factors (or potential job dissatisfiers) and motivation factors (or job satisfiers).

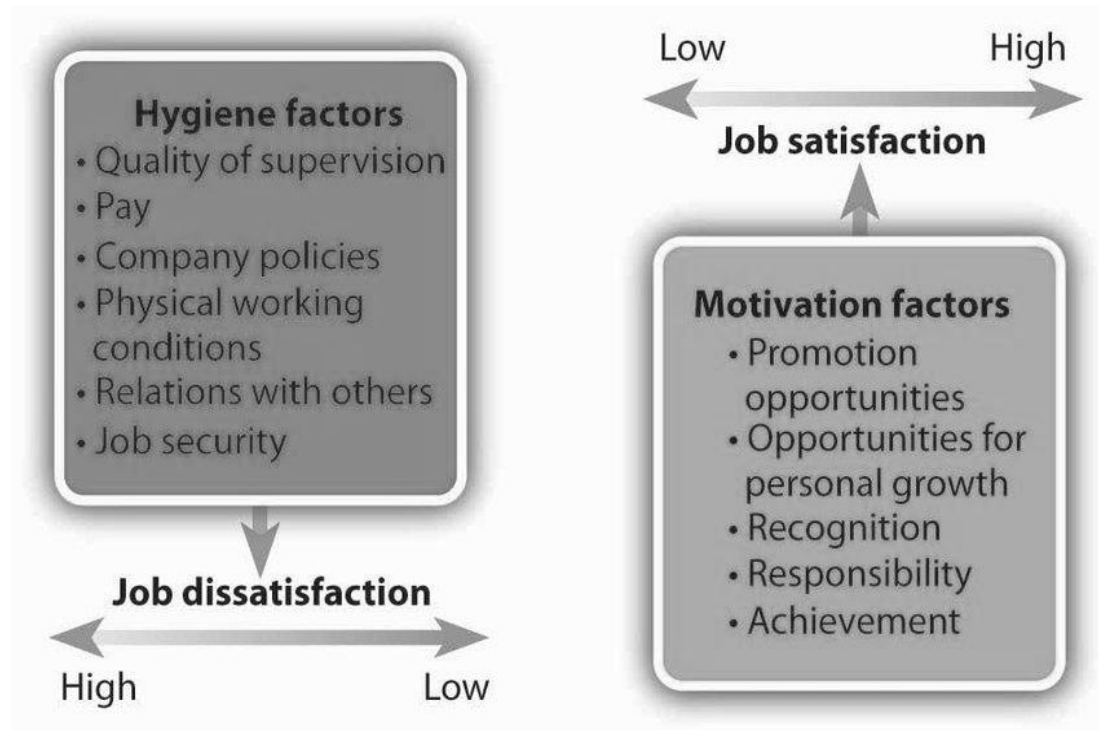


Figure 2. Herzberg’s motivation-hygiene theory. Source: Researchgate. Retrieved with permission from https://www.researchgate.net/publication/288835900_Sport_-_Culture_-_Sports_Culture/figures

Employee job satisfaction. Although many public and private organizations have adopted enterprise social media in the workplace, the impact on the employee and the direct and indirect effects on job satisfaction are still unknown (Demircioglu, 2018). This study explored the impact the use of enterprise social media has on organizational outcomes based on the perceptions of the respondents. Herzberg’s motivation-hygiene theory was used to better explain the impact enterprise social media technologies has on employee job satisfaction.

Employee job satisfaction can be defined as the overall attitude each member of the workforce has toward their work, work environment, and role in the organization (Hanna et al., 2017; Demircioglu, 2018). The concept of job satisfaction provides the framework for employee attitudes about themselves as an individual in the workplace. These feelings are often based on the fulfillment of psychological and physiological needs experienced in the workplace environment (Demircioglu, 2018; Hanna et al., 2017; Judge, Locke, Durham, & Kluger, 1998). The lack of understanding of the effect of enterprise social media on employee job satisfaction provides little empirical reasoning why a company should implement these technologies corporate-wide.

Scholars know from previous research that successful organizations use enterprise social media for such purposes as marketing, communication, and increasing customer satisfaction (Demircioglu, 2018; Hallowell, 2011; Miller, 2015; Robertson & Kee, 2017); however, this research does not provide detailed insight into how enterprise social media affects employee satisfaction in the public sector. It is important to understand the individual-oriented perspective of how enterprise social media impacts the employee, as motivated employees perform better, work harder, and are more likely to help organizations reach their goals (Demircioglu, 2018; Haddud et al., 2016; Hanna et al., 2017; Holland et al., 2016; Leftheriotis & Giannakos, 2014; Robertson & Kee, 2017).

As employees become more distanced from one another geographically, enterprise social media is a workplace tool that can help deal with the challenges of employee communication, collaboration, and connection (Cook, 2017; Hanna et al., 2017; Sharma & Bhatnagar, 2016). Organizational research has shown that enhancing communication increases job satisfaction,

which is one of the key drivers of performance in many companies (Demircioglu, 2018; Hallowell, 2011; Hanna et al., 2017; Miller, 2015; Robertson & Kee, 2017).

There is a symbiotic relationship between the organization and the employee that is significant if the individual is to be motivated to perform at their best (Bin Shmailan, 2015). Engaged and motivated employees are more committed to their employer and will perform their responsibilities with an emotional attachment that helps them to work harder and serve the needs of the organization better (Bin Shmailan, 2015; Demircioglu, 2018; Hallowell, 2011; Miller, 2015; Robertson & Kee, 2017). According to Hallowell (2011), identifying the disconnection across the organization and implementing a method for employees to connect to one another should be a top priority as this can lead to increased productivity.

The following information details various theories of organizational management. This information is relevant to organizations looking for a means of impacting performance, as motivated employees perform better, work harder and are more likely to help organizations reach their goals (Demircioglu, 2018; Holland et al., 2016; Haddud et al., 2016; Leftheriotis & Giannakos, 2014; Robertson & Kee, 2017).

Review of Research Literature and Methodological Literature

The following review of the pertinent literature on enterprise social media will include a detailed description of the main applications available for use in the workplace. These applications were chosen due to the study participants providing insight into how they affect their overall satisfaction on the job. Other applications fall into the enterprise social media space but were purposefully omitted due to the lack of usage specified by the study participants. Additionally, the following review of the literature identifies the role that enterprise social media

plays in the workplace and the conflicting results that have been obtained through research on its efficacy.

The role of enterprise social media in the workplace. Multiple studies have been conducted reviewing the paradigm of enterprise social media in the workplace, with mixed results in the conclusions (Aichner & Jacob, 2015; Holland et al., 2016; Hanna et al., 2017). Holland et al. (2016) found that job attitudes play a significant role in predicting counterproductivity, and enterprise social media issues may arise when an employee uses the technology in a manner that harasses another employee or is discriminatory in nature (Edwards, 2015; Hanna et al., 2017). In addition, not all enterprise social media activities are relevant for the workplace. Using enterprise social media for non-work-related activities increases the probability of cyber-loafing (Holland et al., 2016), and enterprise social media functions such as photo-sharing, social gaming, and social bookmarking provide little relevance in the workplace and negatively impact performance (Aichner & Jacob, 2015; Chen & Wei, 2019).

The converse is also true as a work-related benefit of using enterprise social media is the ability to create and maintain professional relationships (Hanna et al., 2017; Leftheriotis & Giannakos, 2013). There are specific enterprise social media tools that allow the user to gather information, promote knowledge sharing and engage with others in an organization (Hanna et al., 2017). According to Holland et al. (2016), enterprise social media can also have a positive effect on work-life balance, improve retention, and commitment as well as job satisfaction. The level of interpersonal connection and support a coworker receives from others help to determine the degree in which an employee uses enterprise social media in the workplace (Carlson et al., 2016; Charoensukmongkol, 2014; Demircioglu, 2018).

There are several enterprise social media tools that employers provide to enable and facilitate the exchange of ideas, communication, and overall interactivity between employees (Demircioglu, 2018; Edwards, 2015; Hanna et al., 2017). Research into enterprise social media has provided an extensive listing of options, including Facebook, Skype, LinkedIn, Twitter, Microsoft Teams, Pinterest, Instagram, YouTube, Wikipedia, blogs, and microblogs (Charoensukmongkol, 2014; Demircioglu, 2018; Edwards, 2015; Forsgren & Byström, 2015; Kwahk & Park, 2015; Leftheriotis & Giannakos, 2014). The following is information regarding multiple enterprise social media tools, including Facebook, LinkedIn, Microsoft Teams, Skype, and Twitter; each were available to the study participants in this study. Facebook, Twitter, and LinkedIn are three of the top enterprise social media sites based on active usage (Statista, 2018). Additionally, there is information regarding two of the top internal enterprise social media tools, Skype and Microsoft Teams, that each of the study participants had access to.

Facebook. Facebook is an Internet-based social media and social networking organization with a corporate headquarters in Menlo Park, California and multiple offices located around the world. The initial website was launched in 2004 at Harvard University and was quickly expanded to multiple higher education institutions. In 2006, they opened registration to anyone over 13 years of age and by the end of the year, they had over 12 million registered users. According to Facebook (2018), the registered user base had grown to 2.13 billion active users, making Facebook the largest social media platform in the world.

Facebook may be accessed by almost any device that can access the Internet and registered users can create a customized profile, which may include a myriad of personal information, including name, address, occupation, and other data. The strength of enterprise social media is linking people together as users add other users as friends so that they can

exchange messages, share status updates, photos, videos, and notification of others' activity (Leftheriotis & Giannakos, 2014). In addition, Robertson and Kee (2017) stated that active Facebook users may experience higher levels of happiness and more connectedness to others.

Facebook users can also join groups where they share common interests, which include those created specifically for their workplaces, schools, or organizations of interest (Robertson & Kee, 2017). There are topical groups for both social and educational purposes available on numerous workplace topics, such as management, training, and even social media. Users can also report or block other users that use personal information outside of the acceptable and agreed upon restrictions (Huy & Shipilov, 2012; Hanna et al., 2017; Robertson & Kee, 2017).

LinkedIn. LinkedIn is an Internet-based business and networking service that users can connect to either through the LinkedIn website or through the mobile application. LinkedIn was launched in 2003 for professional networking and provides access for employers to post positions and for job seekers to post their resumes or curriculum vitae (CV). As of April 2017, LinkedIn had 500 million members in 200 countries and in 24 different languages.

Out of the 500 million registered members, more than 106 million are active. Companies can obtain information through field-specific LinkedIn groups and establish credibility for their brands by building brand networks, presenting information through videos, and using pages to drive clients to sales channels (Andzulis et al., 2012). LinkedIn provides members the opportunity to build new relationships with influencers or potential employers. LinkedIn is also different from other social networking sites as it enables users to see others who have recently viewed their profile. This provides the member help in nurturing networking contacts. Registered members can invite anyone to connect regardless of whether the other is a registered member. Online contact is through existing relationships or through an introduction by another member.

The additional method of using enterprise social media in the workplace is for internal communication, collaboration, and social interaction across the organization (Demircioglu, 2018; Forsgren & Byström, 2017; Leftheriotis & Giannakos, 2014; Leonardi et al., 2013). The internal enterprise social media usage generally creates or utilizes one specific platform that provides multiple functions (Leonardi et al., 2013). The following is information regarding two enterprise social media tools available internally to the study participants. They are Microsoft's Microsoft Teams collaboration tool and Salesforce's Skype application. Each of these two are enterprise social media services used to provide communication and collaboration within the internal network of an organization.

Twitter. Twitter is an Internet-based news and social networking site where users can post and interact with messages, called tweets. Initially, Twitter was labelled a microblog site because it only allowed 140 characters per message, but in 2017, they increased the character allowance to 280 characters per tweet (Murthy, 2012). Microblogging services like Twitter are only one form of enterprise social media (Murthy, 2012). To post a message, you must be registered with Twitter, but anyone can read messages without registering the application. Unlike other enterprise social media offerings where users generally only interact with people they know offline, Twitter users can read and respond to messages posted by people with whom they have a shared interest, regardless of whether they know them or not (Murthy, 2012). Twitter users access the application through either a web-based interface, through a text-messaging service component, short message service (SMS), or through their mobile device.

Twitter was created in 2006 but moved into the mainstream in 2007 due to the South by Southwest Interactive (SXSWi) conference. During the conference, tweets increased three-fold due to the conference leaders placing multiple 60-inch plasma screens in the conference hallways

streaming Twitter messages. In addition, the panelists and guest speakers at the conference were asked to mention Twitter as one of the sponsors, all of which provided them with multiple levels of exposure to their core demographic.

By 2012, Twitter had more than 100 million users posting over 340 million tweets a day, with an average of 1.6 billion searches per day. By the end of 2017, Twitter had more than 336 million monthly active users worldwide with 68 million active users in the United States alone (Statista, 2018). According to Statista (2018), Twitter is ranked the 11th most visited social network site based on number of active users. It falls behind such popular websites as Instagram, WhatsApp, and YouTube, among others (Statista, 2018). According to Culnan et al. (2010), Twitter was the most frequently adopted enterprise social media in all industries excluding the retail sector, where Facebook was predominant. Twitter has over 3,300 employees in more than 25 offices around the world, with a corporate headquarters in San Francisco, California.

Over 79% of corporate social marketers employ Twitter as a communication tool (Statista, 2018), with 71% of corporate social marketers affirming the use of LinkedIn for marketing, customer satisfaction, and external communications (Agnihotri, Dingus, Hu, & Krush, 2016; Leftheriotis & Giannakos, 2014). There has been little research conducted on the impact Twitter, LinkedIn, and other enterprise social media sites have on internal constituents as a means of communicating with others (Holland et al., 2016). There is limited empirical information on how enterprise social media affects employees' attitudes, motivation, and job satisfaction (Demircioglu, 2018).

Microsoft Teams. Microsoft Teams is an enterprise social media offering that combines communication and collaboration tools including; instant messaging, video conferencing, file storage, document collaboration, and application integration. Teams integrates with Microsoft's

office productivity suite and features connections for other applications to integrate. Additionally, Teams provides the user with the ability to conference through a variety of methods including voice over IP (VOIP) and public switched telephone networks (PSTN), allowing users to call phone numbers through the client interface. Microsoft Corporation introduced Teams in 2016 as an upgrade to the Skype for Business application they were providing as their collaborative business offering.

Skype. In 2011, Microsoft Corporation introduced their Lync platform to provide users a method of instant messaging and video conferencing. In 2014, Microsoft announced that it would replace Lync with Skype for Business after purchasing the company Skype Technologies. Skype is an enterprise software application that specializes in providing instant messaging, video chat, and voice calls between computers, tablets, mobile devices, and smartwatches over the Internet. Skype users have the ability to transmit text, video, audio, and images to individuals or groups. In 2017, Microsoft announced that Microsoft Teams would replace Skype for Business. In 2018, Microsoft retired Skype for Business software for smartphones, and the company announced that the application would be fully retired from all platforms in July 2021 and be replaced by Microsoft Teams.

Review of Methodological Issues

The following review of the methodological issues pertaining to enterprise social media includes the conceptual construct of employee job satisfaction through the Herzberg motivation-hygiene theory. This theory is also called Herzberg's two-factor theory or Herzberg's dual-factor theory. The main concept of this theory is providing insight on the difference between motivating factors and hygiene factors. Motivation factors are key to defining what impacts job satisfaction. Hygiene factors are based on an employees' needs to avoid unpleasant situations

and are key variables in understanding employee dissatisfaction (Alshmemri et al., 2017; Herzberg, 1959; Herzberg, 1968).

Conceptual construct. Frederick Herzberg introduced his motivation-hygiene theory in 1959 as a method to explain how factors that produce job satisfaction and motivation are distinctly different from those that produce job dissatisfaction (Herzberg, 1959). In order to increase job satisfaction in the workforce, motivating factors need to be employed, including, according to Herzberg, (1959) opportunity for growth, professional development, achievement, and recognition. These intrinsic motivators may also include the employee's ability to communicate and collaborate successfully with others in the organization. The absence of these factors does not create job dissatisfaction (Herzberg, 1968); instead, the individual has a feeling of no job satisfaction and thus is not motivated to perform at optimal levels.

There is an issue of semantics when reviewing Herzberg's theory, as the concepts of satisfaction and dissatisfaction are generally considered opposites. When put into the context of workplace motivation, however, Herzberg (1968) stated that satisfaction or motivating factors are intrinsic to the job and individual, and hygiene, or dissatisfaction factors, are extrinsic to the job and include such components as company policies, supervision, salary, status, and security (Herzberg, 1968). Additional extrinsic factors may include tools provided, as they relate to the working conditions, in addition to interpersonal relationships within the organization.

This study was an examination of enterprise social media and its impact on the challenges of employee communication, collaboration, connection and the ability to streamline research as it relates to job satisfaction and performance. Herzberg declared that providing employees an opportunity for personal growth is a contributing motivation factors (Alshmemri et al., 2017; Hanna et al., 2017; Herzberg, 1968; Herzberg et al., 2010) and is directly correlated to job

satisfaction (Herzberg, 1968). The use of enterprise social media can be broken down as both contributing to satisfaction through the tools provided, thus impacting working conditions, as well as impacting dissatisfaction through the lens of interpersonal relationships. This study delved into these factors to determine if the use of enterprise social media is indeed a motivating or dissatisfying factor and through the perceptions of the study participants providing insight into how they feel the tool impacts their job satisfaction.

Researchers have used job satisfaction to determine the efficacy of enterprise social media in organizations, however most of the research has been focused on college students and youths or professionals in the education sector. There has been little research around enterprise social media in the public realm utilizing job satisfaction as the dependent variable (Leonardi et al., 2013; Robertson & Kee, 2017). This research provided insight on the perceptions of the study participants as it relates to how the enterprise social media impact job satisfaction and performance. Previous research has proven that job satisfaction as a variable is one of the key drivers of high performance in the workplace (Demircioglu, 2018; Hallowell, 2011; Miller, 2015; Robertson & Kee, 2017).

Synthesis of Research Findings

There has been little research performed on the effects of social media on internal processes of an organization (Demircioglu, 2018; Verduyn et al., 2017) yet organizations cite that one of the top uses of enterprise social media is employee engagement (Moorman, 2018). Considering the lack of research on the use of enterprise social media as a tool for collaboration, communication, and employee connection, this researcher aimed to examine how the use of enterprise social media impacts the perceptions of employee on collaboration, communication, and connectedness in a global corporate organization with a geographically diverse workforce.

Additionally, this researcher aimed to provide insight into how job function or proximity to other members of the organization impact the use of enterprise social media by employees in a global corporate organization with a geographically diverse workforce.

The results from this study could affect how companies view the use of enterprise social media between coworkers. Additionally, the findings from this research may affect a company's adoption of enterprise social media. The current research is inconclusive and provides conflicting results. Some of the research supports the use of enterprise social media as a means of enhancing collaboration, communication, and connection in a corporate environment (Cook, 2017; Hanna et al., 2017). Still, CareerBuilder (2014) found that 21% of employees spend 1 hour or more on a typical workday using the Internet for nonwork purposes. Social media platforms can also constrain employee behavior creating an environment that may be less conducive to accomplishing business objectives (Kane, 2015).

Research has shown that social network sites usage has increased dramatically over the past decade. According to the Pew Internet and American Life Project (Poushter, Bishop, & Chwe, 2018), as of Spring, 2017, 69% of all American adults and 73% of all adult women actively engage in activities on enterprise social media sites. With close to 70% of American adults accessing this technology, there is a need for research into the efficacy of enterprise social media in the workplace. Even with employees spending time on enterprise social media sites, there is very little research on how it impacts satisfaction in the workplace through collaboration, communication and connection (Cook, 2017; Demircioglu, 2018).

Demircioglu (2018) stated that enterprise social media can positively impact employee autonomy, competence and connection. However, research in two other studies found that social media was one of the primary productivity disrupters at work (CareerBuilder, 2014; Salary.com,

2018). In the Salary.com research, 79% of the respondents stated that they did not care if an employer blocked social websites, and it would not affect their decision to work there (Salary.com, 2018). With this much conflicting information, this study provided insight into the efficacy of enterprise social media in the workplace as a tool for collaboration, communication connection to others, and a means of positively impacting their ability to perform research.

Critique of Previous Research

Previous research in enterprise social media use at work was mostly limited to its use as a method of communicating with external parties, including customers, business partners, suppliers, and the general public (Andzulis et al., 2012; Demircioglu, 2018; Forsgren & Byström, 2017; Leonardi et al., 2013; Sharma & Bhatnagar, 2016). Even with all the benefits that enterprise social media can provide there has been little research performed on the effects it has on the internal processes of an organization (Demircioglu, 2018; Verduyn et al., 2017), yet organizations continue to note that one of the main uses of enterprise social media is employee engagement and collaboration (Moorman. 2018; Sharma & Bhatnagar, 2016).

While critiquing previous research, it is necessary to indicate that almost all the previous research was quantitative and provided findings based on the hypothesis the researcher was looking to expound on, rather than on the perceptions of the study participants (Aichner & Jacob, 2015; Buettner, 2015; Hanna et al., 2017). Additionally, much of the research was in the education sector and used students as the research subjects (Charoensukmongkol, 2014). The research that was more qualitatively based either reported findings that contained contradictions (Forsgren & Byström, 2017) or was more anecdotal in the information provided (Sharma & Bhatnagar, 2016).

Such a contradiction in previous research includes the finding that workers have difficulties in understanding the structure of their corporate enterprise social network and their place in it (Kane, 2015). Additionally, due to employee ignorance of the implications of their actions on enterprise social media, employees have been reprimanded, demoted, and even terminated based on their actions (Forsgren & Bystrom, 2017; Hanna et al., 2017). Contradictory findings from other research provides insight that enterprise social media has had a positive effect on communication and marketing for organizations that use the technology correctly (Andzulis et al., 2012; Forsgren & Bystrom, 2017; Hanna et al., 2017; Kane, 2015; Sharma & Bhatnagar, 2016). A method of using enterprise social media technology in a positive manner includes increased employee communication through dialoging with team members to share information and increase team engagement (Hanna et al., 2017; Kwahk & Park, 2016; Sharma & Bhatnagar, 2016). Another positive characteristic of enterprise social media is the ability of employees to more easily access digital content to obtain information (Kane, 2015; Kwahk & Park, 2016).

Summary

After a review of the recent literature in the areas of employee job satisfaction and enterprise social media, there is a need for additional research combining the factors to determine if there are positive or negative implications on combatting the challenges of employee communication, collaboration, and connection (Cook, 2017; Sharma & Bhatnagar, 2016). Researchers have used job satisfaction to determine the efficacy of social media in organizations, however the most recent research uncovered has been focused on college students and youths. There has been little research around enterprise social media in the organizational context assessing job satisfaction as the dependent variable (Leonardi et al., 2013; Robertson & Kee,

2017). Current research has proven that job satisfaction as a variable is one of the key drivers of high performance in the workplace (Demircioglu, 2018; Hallowell, 2011; Miller, 2015; Robertson & Kee, 2017), yet there is little research from a corporate standpoint on the impact enterprise social media has on job satisfaction.

With companies increasing their digital presence, determining the effect it has on employee job satisfaction and performance will potentially help to drive or curb future integrations of enterprise social media in the workplace. As modern technologies begin to proliferate across organizations, it is important that researchers develop an understanding of how they impact the collaborative, communicative, and connection activities through which work is accomplished because it is these dynamics that can impact an organization to reach its internal and external goals.

Chapter 3: Methodology

This chapter details the components of the methodology used to determine the impact enterprise social media has on workplace motivation. This impact is based on the effect enterprise social media has on the following themes: collaboration, communication, connectedness, the positive impact on the ability to perform research, and overall job satisfaction. Chapter 3 includes a description of the design of the study, the sample and population, instrumentation, data collection, data analysis limitations, and explanation of the research question.

Introduction

The purpose of this qualitative case study was to explore the perception of employees on the impact enterprise social media has on various themes for a global organization with a geographically diverse workforce. Through the use of a survey, one-on-one interviews, and a focus group, the information obtained in this study included how enterprise social media affects employee job satisfaction and motivation and focused on how employees use social media to communicate, connect, and collaborate with other team members in a geographically diverse organization. It is important to understand how enterprise social media impacts collaboration, communication, and connectedness, as engaged and connected employees perform better, work harder, and are more apt to help organizations reach their goals (Demircioglu, 2018; Hanna et al., 2017; Holland et al., 2016; Leftheriotis & Giannakos, 2014; Robertson & Kee, 2017). To acquire this information, three groups were included in the purposive sample based on their position within the same company and their proximity to others within the organization. Five members of each group were chosen based on their responses from the original survey instrument.

As the workplace continues to become more global, enterprise social media is a workplace tool that can help deal with the challenges of employee communication, collaboration, and connection (Cook, 2017; Kane, 2015; Sharma & Bhatnagar, 2016). Instead of using it as just a method of communication across geographies, companies are using enterprise social media as a platform for enhanced social interaction and the creation of interpersonal relationships in the workplace (Kane, 2015; Leonardi et al., 2013). This new, digital, social interaction impacts several areas of the organization including; productivity, profitability, streamlining of organizational roles, and employee engagement (Kane, 2015; Leftheriotis & Giannakos, 2014; Mishra et al., 2014; Sharma & Bhatnagar, 2016). Strengthening these outcomes leads to increased levels of trust in the organization and ultimately helps the organization reach its goals (Cook, 2017; Mishra et al., 2014).

The problem that arises from the use of enterprise social media sites is determining if the interactions positively or negatively impact the individuals in the workplace and its overall impact on collaboration, communication, employee connectedness, and their ability to streamline their research needs (Cook, 2017; Demircioglu, 2018; Hanna et al., 2017; Verduyn et al., 2017). In addition, researchers have contended that the adoption of these technologies happens at the individual's own pace, which may impact the utility of the applications within the organization (Cook, 2017; Forsgren & Byström, 2017; Hanna et al., 2017).

Although there has been much research on the organizational uses of social media there is very little information on how social media impacts employees from an individual-oriented perspective (Demircioglu, 2018; Holland et al., 2016; Leftheriotis & Giannakos, 2014). It is important to understand the individual-oriented perspective of how enterprise social media impacts collaboration, communication, and connectedness, as motivated employees perform

better, work harder and are more likely to help organizations reach their goals (Demircioglu, 2018; Holland et al., 2016; Leftheriotis & Giannakos, 2014; Robertson & Kee, 2017).

According to Hallowell (2011), a geographically diverse workplace can leave employees with a sense of disconnectedness impacting their overall performance. When faced with isolation from other members of the organization, Hallowell (2011) continued that employees' disconnection and disengagement are some of the main causes behind substandard work. This lack of communication, disconnection, and disengagement from their peers are contributing hygiene factors that, when corrected, can reduce job dissatisfaction (Alshmemri et al., 2017; Herzberg. 1959; Herzberg. 1968).

Research Question

Enterprise social media affords users the ability to exchange ideas and knowledge in both a personal and a professional setting (Demircioglu, 2018; Forsgren & Byström, 2017). There are minimal differences between some forms of enterprise social media and other lines of communication, other than the ability to broadcast information to a larger population in one setting (Chen & Wei, 2019; Leonardi et al., 2013). However, unlike other communications outlets, there is a conflicting point of view as to the efficacy and utility of the use of enterprise social media in the workplace.

There has been little research performed on the effects of social media on internal processes of an organization (Demircioglu, 2018; Haddud et al., 2016; Verduyn et al., 2017), yet organizations cite that one of the top uses of enterprise social media is employee engagement (Moorman. 2018). Considering the lack of research on the utilization of enterprise social media as a tool for collaboration and employee connection, the main research question this study aimed to examine is:

RQ1. How does the use of enterprise social media in the workplace impact the perceptions of employees in a global corporate organization with a geographically diverse workforce?

Multiple studies have been conducted reviewing enterprise social media in the workplace and there have been mixed results in the conclusions (Aichner & Jacob, 2015; Chen & Wei, 2019; Hanna et al., 2017; Holland et al., 2016). The questions on interpersonal relationships stem from the work of Holland et al. (2016), who found that job attitudes play a significant role in predicting productivity and counterproductivity and that enterprise social media issues may arise when an employee utilizes the technology in a manner that harasses another employee or is discriminatory in nature (Edwards, 2015). In addition, not all enterprise social media activities are relevant in the workplace. Using enterprise social media for nonwork-related activities increases the probability of cyber-loafing or employee distraction (Chen & Wei, 2019; Holland et al., 2016) and enterprise social media functions such as photo-sharing, social gaming, and social bookmarking provide little relevance in the workplace and may negatively impact performance (Aichner & Jacob, 2015).

The conflicting viewpoint was that the work-related benefits of using enterprise social media is the ability to create and maintain professional relationships (Leftheriotis & Giannakos, 2013). In addition, there are specific enterprise social media tools that allow the user to gather information, promote knowledge sharing, and engage with others in their workplace (Hanna et al., 2017). Enterprise social media can also have a positive effect on work-life balance, improve employee retention, and their commitment to the company in addition to an improved job satisfaction level, according to Holland et al. (2016). The level of interpersonal connection and

support a coworker receives from others can also help to determine the degree to which an employee utilizes enterprise social media in the workplace (Charoensukmongkol, 2014).

The one-on-one interview were divided into three components. Once the respondent was made comfortable that the information provided would be confidential and the study participant's identity would be masked, the first section of the one-on-one interview included demographic questions about the interviewee. These demographic questions were used in creating groupings to define the variability of the study population. These questions included such information as:

1. Gender of respondent
2. Highest level of education
3. Age
4. Position at company
5. Years in current position
6. Years at company
7. Work geography (work from home, work from office, work on the road)

This information was reviewed to determine if there was any impact to the responses provided during the one-on-one interview based on the participants' demographics. For the age and gender variables, a grouping process was used to place the respondents into larger groups to minimize the chance of identification. In addition, the remaining variables were grouped for similarity of responses based on specific demographic criteria.

The second component of the one-on-one interview was an investigation of the respondent's technical ability and what enterprise social media they engage. The questions posed are provided in Appendix D. These questions provided the researcher with in-depth insight into

the perceptions of the study participants on a variety of questions pertaining to their use of enterprise social media. These questions were provided and approved by IRB in addition to the legal team at the companies that employed the study participants as well as the three leaders of the study participant's organizations.

The various enterprise social media programs were defined and discussed with the interviewee to determine the level of recognition and understanding the study participant has with each one. These enterprise social media sites included:

1. Facebook
2. Twitter
3. LinkedIn
4. Skype
5. Microsoft Teams

Two other enterprise social media applications were initially determined to be part of the research, but after receiving the responses of the potential study participants, there was not enough insight to include them in the study. These applications were Salesforce's Chatter and Microsoft's Yammer.

This component of the one-on-one interview was an investigation of the respondents' perceptions of the use of the enterprise social media software and how it impacts their job performance. This analysis was based on how the social media programs impact collaboration, communication, connectedness, and the respondents' ability to streamline research by and with their teams. This section included open ended questions including:

1. How do you feel about your job?
 - a. Why?

2. Do you feel that your company provides you the tools you need to make you successful?
3. How does enterprise social media play a role in your collaboration with others on your team? With others in the organization?
4. How does enterprise social media play a role in your communication with others on your team? With others in the organization?
5. How does enterprise social media play a role in your connectedness with others on your team? With others in the organization?
6. How does enterprise social media assist you in finding information on people and companies as it relates to your position?

The information obtained in section two was to further question the relationship between enterprise social media and the perceptions of their job satisfaction.

1. Would you consider enterprise social media and web-based communications programs tools that make you more successful at your job? Why or why not?
2. Is there type of electronic social media that would help you enjoy your job more?
3. Have you ever found enterprise social media to be detrimental to you getting your work accomplished?
4. If you could choose any mechanism for communicating with your clients, what would you choose? Why?
5. If you could choose any mechanism for communicating with your peers and fellow associates, what would you choose? Why?

Purpose and Design of the Study

This study explored the impact of enterprise social media on organizational outcomes based on the enhancement of employee communication, collaboration, and connection through the perceptions of the respondents. Herzberg's motivation-hygiene theory was used to better explain the impact enterprise social media technologies has on employee job satisfaction. To study enterprise social media on a global organization with a geographically diverse workforce it was determined that a qualitative case study method using a survey, one-on-one interviews, and a focus group was best for obtaining information (Kallio, Pietila, Johnson, & Kangasniemi, 2016). According to Creswell and Poth (2018), the fundamental reason for performing qualitative research is the extensive collection of data through multiple methodologies.

The enterprise social media that was examined in this case study included the enterprise social media applications Facebook, LinkedIn, Twitter, Skype, and Microsoft Teams. Through the use of a survey, one-on-one interviews, and a focus group, the information obtained in this study details how enterprise social media affects employee job performance. When employees feel more involved and valued by the organization, they are more motivated to connect with others, share new ideas and innovations, collaborate with other employees, and participate more actively in the employee socialization process (Demircioglu, 2018; Haddud et al., 2016; Sharma & Bhatnagar, 2016).

The findings from this study can provide direction for corporate leadership on the adoption of enterprise social media for global organizations with a geographically diverse workforce. Organizations need to know how to leverage enterprise social media in order to take advantage of its impact on collaboration, communication, and connectedness (Sharma & Bhatnagar, 2016). Research has shown that internal social media are as important to some organizations as email and telephone (Haddud et al., 2016).

Research Population and Sampling Method

In qualitative research, the individuals selected to participate are those who will best help the researcher understand the problem and provide insight into the research question (Creswell & Poth, 2018). Within this study, a purposive sampling was used to provide insight related to the topic of job satisfaction and the use of enterprise social media. Three groups were chosen based on the variability of their positions in the corporate environment and the amount of travel necessary for the respondents to successfully manage their position. The 15 study participants were chosen from a larger population of employees from the same global organization with the same position. This purposive selection was used to remove selection bias from the research.

The convenience sample, which is also referred to as haphazard sampling or accidental sampling, according to Etikan, Musa, and Alkassimis (2016), is a type of nonrandom sampling where members of the research participants that meet specific practical criteria are included in the study. In this study, the criteria selected to determine the study participants included accessibility, geographical proximity for one-on-one interviews, the participants' availability during working hours, the willingness to participate in the study, and the approval of management for their participation.

To better generalize the findings across a larger population, a purposive group of study participants was interviewed according to their job function and the geographic diversity of their team within the organization. Each of the study participants worked under one of three main job functions. The first group of study participants worked in the technology department within the global corporate entity. The study participants in this group were all highly educated and each works with the latest technologies in their professional activities. These individuals were all mobile and traveled on a regular basis to meet with various clients. All members of this

technology team had access to enterprise social media through multiple mobile communication devices including laptops, smartphones, and tablets. The range of ages, genders, and socioeconomic backgrounds were requested during the one-on-one interview to help determine if there is any correlation based on these attributes.

The second group of study participants worked in the field sales division within the same global corporate entity. These individuals were chosen purposely due to their position as field sales representatives. All study participants in this group traveled to meet with their prospective and current clients, and all had access to enterprise social media through multiple mobile communication devices including laptops, smartphones, and tablets. The study participants in this group, however, were chosen with no regard to their varying levels of education, ethnicity, gender, or socioeconomic background. In this participant group, there were varying degrees of proficiency with technology, and this level of information was included during the one-on-one interviews to establish if there was any correlation based on technical proficiency.

The third group of study participants worked in the administrative sector of the same global corporate entity. These individuals were chosen purposely due to their positions within the company and the fact that their team members are geographically close in proximity. All members of this study participant group worked in the same office, although they had daily interactions with others in the organization. This group did have access to mobile devices for work including laptops, smartphones, and tablets, but did not need mobile access to enterprise social media except when they worked from home or in the rare instances when they traveled for their job.

All members of the three study participant groups were contacted to participate using multiple methods of inquiry. The final research population was determined based on the

responses provided to the initial and subsequent requests for participation. The intent of making multiple requests to the three study participant groups was to maximize the number of subjects participating in the study. According to Yin (2014), the use of multiple methodologies to obtain the information including; surveys, one-on-one interviews, and focus groups, ensure construct validity.

Written permission from leadership of each of the three job functions was necessary to interview the study participants. A written request was sent to the head of each department to obtain permission to utilize their personnel to conduct the study. Additionally, the legal department of the global corporate organization was contacted in writing to obtain permission to interview employees for this study. They provided their approval through electronic mail. There were two guidelines that the legal department of the company requested be followed as to not disrupt the work of any of the study participants.

1. The interview process will create minimal interruptions to the regular workday and will not make undue demands upon the time of personnel participating in the study.
2. The study will not involve interviews during the first week and/or last two weeks of a business quarter, as it is crucial to the organization that the individuals focus on closing, implementing, or renewing contracts during these time periods.

There were guidelines provided to the study participants to ensure they met the qualifications of the study. The first criterion for the study participants was that they remained employed with the company in the same position for the extent of the study. Any information obtained from an employee who either left their position or left the company was not used in the findings of this study.

The second criterion was that each participant was scheduled to provide them adequate time to complete the one-on-one interview in one meeting. Additionally, the participants were asked to provide demographic information to allow for classification in the study analysis. The study participants were notified that the information will not be used by anyone to determine their identities. Lastly, the study participants were asked to be thoughtful in their responses, confirming that all information will remain confidential and no personal identifiable information will be provided in the final analysis.

The third criterion was that the study participants were asked to sign a letter of consent (see Appendix B) once participation and eligibility were confirmed. If the study participant refused to sign the letter of consent, the person was removed as a potential candidate for the study. The information obtained through the use of one-on-one interviews and focus groups provided insight on perceptions of the positive or negative impact the study participant believed was the result of enterprise social media usage. The main assumption associated with the participant sample was that the members of the study population were homogeneous (Etikan et al., 2016). The results should be transferable and there should be no difference in the results obtained from the study participants with results obtained from a sample gathered in some other part of the employee population with similar demographics.

Instrumentation

The qualitative research methodology that was applied in this study was focused on the responses from the survey and one-on-one interviews with employees who have access to enterprise social media in the workplace. Additionally, a focus group was used to obtain additional insight from the study respondents with their team members present.

It was a requirement of the interview portion of the research that all interviews be performed during working hours when the employees had access to the programs in their natural setting. A semistructured interview protocol was used to collect the information from the study participants and allowed for the flow of ideas and thoughts to be discussed during the interview to gain accurate information (Kallio et al., 2016). The one-on-one interviews followed the questions provided in the survey, but the flow of the interviews were based on the responses provided by the individual study participants. The responses from the interviews were documented and analyzed to provide the findings regarding the perceived impact of enterprise social media on collaboration, communication, connectedness, and the streamlining of performing research. The motivational impact of enterprise social media is important, as engaged, motivated, and connected employees perform better, work harder, and are more apt to help organizations reach their goals (Demircioglu, 2018; Haddud et al., 2016; Holland et al., 2016; Leftheriotis & Giannakos, 2014; Robertson & Kee, 2017).

A semistructured interview protocol was chosen as it provided the interviewee the ability to tell a story based on their personal experiences (Wengraf, 2001). This approach allowed for a series of structured and planned questions to be posed on the topic being covered, but the responses were far more difficult to predict (Fylan, 2005; Kallio et al., 2016; Wengraf, 2001). The conversation was free to vary according to the subject and changed substantially depending on the individual being interviewed (Fylan, 2005; Wengraf, 2001). A semistructured method provided a balance between the flexibility of open-ended interviews and the structure of a predetermined list of questions provided in a survey.

According to Fylan, (2005) a semistructured interview approach can help to determine the “why” instead of the “how” or “how many.” With this study exploring the study participants’

perceptions of the impact enterprise social media has on collaboration, communication, and connectedness, the information was more readily acquired through a semistructured interview process instead of through a singular survey mechanism. The third method of obtaining insight was through the use of a focus group, which allowed the participants to interact with one another to provide insight on their perceptions of job satisfaction and performance based on the use of the enterprise social media tools. The focus group interviews also provided the participants the ability to freely discuss the study phenomenon with others in their group (Kallio et al., 2016).

The last instrument that was used for data collection was a survey that documented the participants' engagement with such enterprise social media applications as Facebook, Twitter, LinkedIn, Skype, and Microsoft Teams. These three study mechanisms were employed because, according to Creswell and Poth (2018), a positive characteristic of qualitative research is the use of multiple data sources to obtain information to shape the overall narrative of the findings.

Data Collection

The study used a purposive selection of employees from three distinct teams in the same global organization with a geographically diverse workforce. The first group of study participants included members of a technology team who all lived and worked in different cities around the world. The second group of study participants included members of a field sales organization where the members of the team all lived and worked in different cities around the world but spend part of their work time in a corporate office close to where they live. The last group of study participants included members of an administrative team where the members of the team all lived near one another and worked in the same office in Pennsylvania.

Each of the selected study participants was contacted to provide consent for participation, as guided by the Institutional Review Board guidelines. Each study participant signed a consent

form granting permission to participate in the research. Each of the study participants was questioned to ensure that they understood what was being proposed, what expectations were for their participation, the likely outcomes of the research, and that they had the right to withdraw from the study at any time without giving reason (Miles & Gilbert, 2005). In a qualitative study, rigorous data collection procedures are one of the main factors that influence quality and trustworthiness and have a major impact on the results of the study (Kallio et al., 2016).

A key aspect in the data collection process was reciprocity with the study participants based on history and a working rapport with the members of each group (Galletta, 2013; Kallio et al., 2016; Seidman, 2013). It was essential that there was trust with the study participants, and according to Seidman (2013), this can be obtained by thanking each person for participating in the study and understanding that each participant will have varying degrees of anxiety. Additionally, by repeating to the study participants that their participation is voluntary and not evaluative, and that all information retrieved will be confidential reassures participants and leads them to be more open and honest (Galletta, 2013; Kallio et al., 2016; Seidman, 2013).

Once the interviews were completed, it was important that the audio was transcribed into a text format. The data collection consists of all data that can be transformed to a textual format including, but not limited to; interview transcripts, interview observation notes, documents, photographs, video, and e-mail correspondence (Vaismoradi, Jones, Turunen, & Snelgrove, 2016). Through reading the transcripts, the results were more readily categorized to analyze the role enterprise social media plays on collaboration, communication and connectedness and streamlining of research. This categorization put the data into focus regarding how the theme employee job satisfaction was perceived to be impacted. In this step of data analysis, the

transcriptions were read and notated several times to describe the participants' perspectives that can be traced back using direct statements from the transcription (Seidman, 2013).

Member Checking

In this qualitative case study, it was important that the information provided during the interviews was corroborated by the interviewee. This was performed by using member checking. Member checking, also known as informant feedback or respondent validation, is a method used to improve the accuracy, credibility, validity, and transferability of a research study. Through member checking, the transcript of the interview is given to the study participants in order to check its authenticity and validity. Their comments serve as a check on the viability of the transcription and a validation of the interpretations.

Member checking can be done at different intervals during the interview process. It can be performed as each interview is completed and transcribed, at the conclusion of the study, or after both, if there is a need to increase the credibility and validity of the qualitative research. It was important that the interviewer built a rapport with the study participants in order to obtain honest and open responses during the interview. Additionally, during the interview process, the researcher asked additional open-ended probing questions to draw out additional information from the participants. This information was then transcribed simply as "Why?" or "Can you provide more insight?" to allow the participant to elaborate on their statements.

Member checking on the transcriptions of the one-on-one interviews with the study participants was provided to allow the participants to analyze their statements, provide changes if needed, and provide feedback or additional comments after the fact. The participants either confirmed their statements based on the reading of the transcriptions, and affirmed that the information stated reflected their views, feelings, and experiences. This added a level of

credibility to the interview by having the study participants confirm the accuracy and completeness of the transcriptions.

Identification of Attributes

Multiple themes were developed through the findings from the research. These variables included the study participants' perceptions of the impact of enterprise social media applications on collaboration, communication, connectedness to others in the organization, and the ability to streamline research. Each of these themes had an impact on the overall job satisfaction of the study participants. There is a strong correlation between the variable of employee job satisfaction and job performance (Bin Shmailan, 2016; Demircioglu, 2018; Hallowell, 2011; Holland et al., 2016; Haddud et al., 2016; Leftheriotis & Giannakos, 2014; Robertson & Kee, 2017). It is important for leaders to strive for positive employee job satisfaction, as motivated employees perform better, work harder, and are more likely to help organizations reach their goals (Chen & Wei, 2019; Demircioglu, 2018; Holland et al., 2016; Haddud, Dugger, & Gill, 2016; Leftheriotis & Giannakos, 2014; Robertson & Kee, 2017).

Employee job satisfaction is influenced by multiple themes in this study. These variables are collaboration between coworkers, communication with other employees, leadership, suppliers, and customers, and connectedness and interpersonal relationships in the workplace. Each of these variables positively or negatively impact the employee job satisfaction of individuals in the workplace (Chen & Wei, 2019; Cook, 2017; Demircioglu, 2018; Verduyn, Ybarra, Résibois, Jonides, & Kross, 2017).

Herzberg's motivation-hygiene theory was the key theory used when categorizing the results of the survey, one-on-one interviews, and focus group. To increase job satisfaction in the workforce, according to Herzberg (1959), motivating factors need to be employed, including,

opportunity for growth, professional development, achievement, and recognition. These motivating factors also include the employee's ability to communicate and collaborate successfully with others in the organization. The absence of these factors does not create job dissatisfaction (Herzberg, 1968); instead, the individual has a feeling of no job satisfaction and thus is not motivated to perform at optimal level.

Data Analysis Procedures

The use of thematic analysis was important to better pinpoint, examine, and record patterns of how the participants stated they use enterprise social media and how they perceived it impacted their job satisfaction. Thematic analysis is a qualitative descriptive approach, which is used for identifying, analyzing, and reporting patterns found within data (Jackson & Mazzei, 2012; Vaismoradi, Turunen, & Bondas, 2013). The use of thematic analysis goes beyond counting phrases or words from the one-on-one interviews as it helps to identify implicit and explicit concepts found within the transcripts of the conversations (Vaismoradi, Jones, Turunen, & Snelgrove, 2016). In addition, the thematic approach provides the basis for conducting other forms of qualitative analysis. The use of thematic analysis is appropriate for researchers who want to use a low level of interpretation to the data collected (Vaismoradi et al., 2013).

According to Creswell and Poth (2018), a positive characteristic of qualitative research is the use of multiple data sources. In addition to a survey and one-on-one interviews with the study participants, focus groups were used to enable the participants to share answers and perceptions with others in the same team or organization. Specifically, the information obtained from the respondents was analyzed to extrapolate any correlation to employee job satisfaction and job performance based on a positive impact on collaboration, communication, connectedness, or the ability to streamline their research.

Limitations of the Research Design

A characteristic of the qualitative case study research methodology is that, according to Yin (2014), there are many more variables available to the researcher than those that are analyzed. This can disrupt the analysis of the information provided, but this can be overcome by using triangulation, especially in the analysis phase, as the use of multiple analytic techniques enhances what the researcher can see in the findings (Evers & Staa, 2010). Triangulation occurred by the researcher reviewing the responses provided on the survey, the one-on-one interview, and the focus group responses. In this qualitative case study, multiple methodologies were used to obtain the information to ensure construct validity (Yin, 2014).

A limitation of the interview research methodology is that the results of the interviews were expressed according to the responses provided by the participants with limited interpretation based on open-ended questioning. The completeness of the answers provided during the interviews determined how much information was provided in the results. A limitation of the research design is also predicting how much information will be provided by the study respondents and the quality of the information obtained during the interviews. During this portion of the research, the study participants provided a wealth of information on their perceptions of the enterprise social media impact on their job satisfaction.

A limitation of the focus group research methodology is the lack of control of the data retrieved through the focus group as the study participants need to have the ability to talk to each other, ask questions, and express their opinions in an open forum (Gibbs, 1997). Additionally, in a focus group setting there is very little control over the interactions of the study participants other than keeping them focused on the topic. The moderator of the focus group becomes more of a facilitator and less of a researcher during the discussion (Gibbs, 1997). In this instance

providing the focus group participants with a predetermined amount of time for the interview enabled the researcher to minimize outside chatter and kept the respondents on point.

Lastly, a limitation of a focus group is that the study participants do not always express their own viewpoints (Tellis, 1997). Issues arise when trying to differentiate the responses from the study participants as individual views or group assessments. The participants provide a response to questions in a specific context, which makes it difficult to identify the individual's stance outside of the context of the questioning (Gibbs, 1997). Response bias or reflexivity in both the one-on-one interviews and the focus group are a limitation to the research design, as the study participants had an interpersonal relationship with the researcher and may have opted to respond according to what they felt the researcher wanted (Tellis, 1997).

Validation

The following information will provide insight into the precautions taken to manage the credibility and transferability of the findings from the research study. According to Yin (2014), a characteristic of the qualitative case study research methodology is that there are many more variables available to the researcher than those that are analyzed. This amount of information can disrupt the analysis but can be overcome by using triangulation. In this qualitative case study, multiple methodologies were used to obtain the information to ensure construct validity (Yin, 2014). Additionally, using member checking of the responses from the multiple survey instruments was used to strengthen the credibility and transferability of the data.

Credibility. Limitations from this case study fall into two main areas: the methodology chosen for the research and the study participant population (Creswell & Poth, 2018). Credibility of the research was difficult to quantify, as different studies with different study participants using the same questions and processes may provide different results. The credibility of the

results may only come into question regarding the transferability of the findings, but not in the information gleaned using the research protocols. A positive characteristic of qualitative research is the use of triangulation of data sources to obtain information that shape the overall narrative of the findings (Creswell & Poth, 2018).

To ensure the credibility of the observations, interpretations, and conclusions, it was determined that a qualitative case study using a survey tool, one-on-one interviews, and focus groups was the best method for obtaining the information (Creswell & Poth, 2018; Kallio et al., 2016). Additionally, by engaging with the study participants through member checking, it provided assistance with the validation of the findings, Creswell and Poth (2018) contended that this is the most critical approach to establishing credibility of the findings.

Transferability. Transferability of the findings from qualitative research refers to the relevance of the results when viewed in different contexts (Krefting, 1991). Qualitative research findings can be considered transferable when the results fit into contexts outside the study parameters set forth by the researcher. Because this study was an examination of enterprise social media and its impact on employees, the findings were descriptive in nature, representing the perceptions of the study participants, so the transferability criterion may not be relevant (Krefting, 1991). If the findings are less anecdotal and employ a lower level of supposition rather than an abstract interpretation, then a strategy to enhance the transferability of the findings is important (Castleberry & Nolen, 2018; Krefting, 1991; Vaismoradi et al., 2016).

To facilitate transferability of the research findings, attention must be given to the description of the original context of the research, and information must be made available that provides insight into the parameters used for the data analysis (Vaismoradi et al., 2016). It is important that there was transparency in the processes used for data analysis and that there was

adequate provision of study content detail, so a determination could be made if the findings are generalizable to a larger or different population (Castleberry & Nolen, 2018).

For this study, the findings were mostly anecdotal with additional insight provided based on the demographic variables of the study population. These factors include a segmentation of study participants based on job function with geographic diversity detailed for each of the different groups included in the research. Additionally, the demographic makeup of the study participants was analyzed to determine if it provides any significance to the research findings.

According to Krefting (1991), transferability is the responsibility of the reader or of a researcher looking to generalize the findings from the study to another situation or different population than that of the original study. As long as there is sufficient descriptive data to provide comparison, then transferability has been addressed. It is up to readers to assess how the findings from the original study can be transferred and applied to their own areas of practice (Castleberry & Nolen, 2018). This method of analytical generalization provides the reader the ability to identify the differences and similarities between the original research context and their parameters in order to determine the transferability of the study findings.

Ethical Issues

The study participant population was determined using purposive sampling, and three groups were specifically chosen based on the variability of their positions and the geographic diversity of their team. The final study participants were chosen from a larger population of employees from the same global organization within the same positions. This purposive selection criterion was used to remove selection bias from the research.

Members of the teams that comprise the population for this study were given the option to participate in this research. Only those team members who agreed to the terms of the informed

consent participated in this study. The informed consent statement was provided to all team members in writing and was a requirement of the applicable members of the study population to agree to the terms by answering in the affirmative on the survey. Only those respondents who opted in to participate in the study were chosen as the study population. Safeguards were put into place to assure the privacy of the study participants and the corporate entity. A written request was sent out to the leadership of each of the three teams to ensure that consent for the team members to participate was provided. Additionally, written consent from leadership of the corporate organization was needed before reaching out to the individual teams for participation.

Ethical considerations for case studies are similar as for most other methods of social research (Creswell & Poth, 2018; Gibbs, 1997). When selecting study participants, it is imperative that full disclosure about the purpose and use of the information obtained is provided (Creswell & Poth, 2018; Gibbs, 1997; Pearson, Albon, & Hubball, 2015). Additionally, it is important that the participants are kept informed, and that all communication is open and honest (Creswell & Poth, 2018; Gibbs, 1997; Pearson et al., 2015).

A specific ethical issue to consider when working with study participants in one-on-one interactions or in focus groups is the handling of sensitive material. Additionally, participants in focus groups must be provided with the insight that there will always be more than one study participant in the focus group (Gibbs, 1997). When additional study participants cannot actively participate in a focus group, the option for rescheduling a one-on-one interview must be provided to the active participants. Lastly, when dealing with focus groups, the moderator must inform all participants that contributions will be shared with others in the group, other groups in the study, and with any additional researchers on the study. The study participants were told that any

information received during the focus groups or during the one-on-one interactions needed to be kept confidential as to not influence the responses of other participants or focus groups.

To lessen the ethical issues that can arise during research, the participants were notified that all comments made during the face to face interview would be kept confidential by utilizing code numbers for each of the participants. Additionally, they were informed that every effort would be made to preserve confidentiality by keeping all notes, interview transcriptions, and any other identifying participant information in the personal possession of the primary researcher. All participant data will be kept confidential except in cases where the researcher is legally obligated to report specific incidents. These incidents include, but may not be limited to, incidents of abuse and suicide risk.

All of the one-on-one interviews included audio connectivity between the principal researcher and the study participant to ensure that there was no ambiguity of the questions or responses. The only method of recording during the one on one interview and the focus group was through the use of the record feature through the conference software utilized. The participants were assured that at no time was there to be any video recording. All audio recordings were deleted immediately following transcription and member-checking. The transcriptions and notes will be kept securely for 3 years from the close of the study and will then be destroyed.

Summary

A qualitative case study method using a survey, one-on-one interviews, and a focus group was determined to be the best method to obtain the anecdotal information needed to complete the research for this study. A qualitative design was chosen because it was determined that interviewing the study participants regarding their perceptions of the use of enterprise social

media would provide greater context than testing a hypothesis. In addition, a semistructured interview process was chosen as it provided more flexibility in the direction of the interview based on the varying educational, age, experience, and gender of the participants. Using a semistructured interview methodology required more preparation regarding the study participants and their use of enterprise social media in the workplace (Fylan, 2005; Wengraf, 2001). It also required a significant amount of time with each of the participants to ask a variety of questions regarding their use of enterprise social media and their perceptions of its impact on job satisfaction. According to Creswell and Poth (2018), the qualitative research design allows the researcher to get closer to the subjects within their settings and allows the researcher to make interpretations from the responses.

The philosophical underpinning of the study was Herzberg's motivation-hygiene theory and how it related to the concept of job satisfaction and employee performance. Herzberg's theory is the foundational theory for understanding the relationship between employee job satisfaction and productivity (Hallowell, 2011; Hanna et al., 2017). At the core of Herzberg's theory is that the difference between motivating and demotivating factors can be determined based on the factors being intrinsic or extrinsic components (Alshmemri et al., 2017). Herzberg (1968) defined job satisfaction factors or motivators as those that are intrinsic to the job, such as work responsibilities. He defined demotivating factors as those that are extrinsic to the job, such as wages and working conditions (Alshmemri et al., 2017; Herzberg, 1968; Herzberg et al., 2010).

According to Creswell and Poth (2018), to explore the use of enterprise social media and the perceptions of the participants, a researcher needs to provide the team members the opportunity of a one-on-one interview. Each interview was semistructured and involved the use

of open-ended questions. The interviews were recorded so that the collection and analysis of the responses could be handled after the completion of the interview process. During the one-on-one interviews, notes were taken to identify information relevant to the research, in addition to the study participants' comments, vocal characteristics, and body language.

The one-on-one interviews were separated into three components. Once the respondent was confident that all information provided was confidential and their identity was masked, the first section of the interview included demographic questions about the interviewee. This information was reviewed to determine if there was any significance to the responses provided during the interview based on the participant's demographics. For the age and gender variables, the researcher used a grouping process to place the respondent into a larger group to minimize the chance of identification, in addition to grouping the variables when reviewing for similarity of responses based on specific demographic criteria.

The second component of the interview was an investigation of the respondents' technical abilities and what enterprise social media they engage with. During this portion of the interview, the various enterprise social media programs were defined and discussed to determine the level of recognition and understanding the study participant had with each one. The information obtained in section two was used to further question the relationship between enterprise social media and the perceptions of their job satisfaction. The third component of the one-on-one interview was an investigation of the respondent's perception of the use of the enterprise social media software and the respondent's perception of his or her job satisfaction based on how the programs impacted collaboration, communication, connectedness, and the ability to streamline their research needs.

After the audio information was collected from the one-on-one interviews, the responses were transcribed to text and the information was categorized and coded based on the responses from each team member in the context of their group. Additionally, a focus group was established for additional questioning of the team members in a larger setting. This focus group was performed using electronic media to permit all members the ability to participate. Video during the electronic focus groups was essential to ensure that all team members were engaged and participating.

The last method for collecting information from the study participants was the use of a written survey to document the respondent's use of enterprise social media. The information obtained in the survey provided the researcher the ability to determine which participants to use against the larger population. This determination was strictly based on variability of the respondent, in addition to his or her stated usage of the technologies. This information is analyzed in Chapter 5.

In summary, the construct of this study's methodology included the request of the study participants to provide insight regarding their experience with enterprise social media and their perceptions on its impact. The information obtained through the multiple processes was analyzed to determine if there are patterns provided by the study participants. The categorization of the responses helped to identify the potential impact the technology has on each group. The overall insight obtained through this study methodology will provide companies with information needed to determine if they will implement enterprise social media within their technology stack.

Chapter 4: Data Analysis and Results

Introduction

The purpose of this qualitative case study was to explore the perceptions of the impact enterprise social media has on employees in a global corporate organization with a geographically diverse workforce. Chapter 4 details the data analysis and results obtained through the use of a written survey, one-on-one interviews, and a focus group. The information obtained in this study includes how enterprise social media impacts employee job satisfaction and focuses on how the study participants use enterprise social media to communicate, connect, and collaborate with other team members in a geographically diverse organization. It is important to understand the perceptions of employees of the impact enterprise social media has, as engaged and connected employees perform better, work harder, and are more apt to help organizations reach their goals (Demircioglu, 2018; Hanna et al., 2017; Holland et al., 2016; Leftheriotis & Giannakos, 2014; Robertson & Kee, 2017).

Although there has been much research on the organizational uses of social media, there is limited information on how social media impacts employees from an individual-oriented perspective (Demircioglu, 2018; Holland, Cooper, & Hecker, 2016; Leftheriotis & Giannakos, 2014). It is not known if enterprise social media sites positively or negatively impact individuals in the workplace (Chen & Wei, 2019; Cook, 2017; Demircioglu, 2018; Verduyn et al., 2017). The impact the technologies have on the employee is not the only variable in determining whether to implement enterprise social media in the workplace. The adoption of these technology offerings, according to Cook (2017), may impact the utility of the applications and their use within the organization.

The findings from this qualitative case study will provide direction for corporate leadership on whether or not to implement these technologies, based on the impact of enterprise social media on collaboration, communication, and connectedness (Kane, 2015; Sharma & Bhatnagar, 2016). The information obtained through this research will provide the reader with a better understanding through the perceptions of those who have direct experience with the technologies, recognizing that can only be fully realized within the context of their experience (Castleberry & Nolen, 2018). The results of previous studies (Demircioglu, 2018; Hallowell, 2011; Khanna, 2017) show that employees disconnected from coworkers, disengaged from their team, or distanced from the mission of the organization deliver substandard work and possess feelings of dissatisfaction in the workplace. In a geographically dispersed company, enterprise social media can help with the challenges of employee communication, collaboration, and connection (Cook, 2017; Sharma & Bhatnagar, 2016).

Description of the Sample

One-on-one interviews were conducted with 15 members of the same global corporate organization through the use of electronic media. The study participants were drawn from three different groups based on their roles in the organization and their proximity to others on the same team. The use of these teams was also based on their proximity to a corporate office. The members of the technology team ($n = 5$) were all home-based, full-time employees with no immediate access to a corporate office. This team was coded with an alpha-numeric sequence of SA1–SA5. The members of the field sales organization ($n = 5$) were all home-based, full-time employees with the ability to work in a regional office if desired. This team was coded with an alpha-numeric sequence of FS1–FS5. The members of the administration team ($n = 5$) were all

corporate office, full-time employees with limited ability to work from home. This team was coded with an alpha-numeric sequence of DC1–DC5.

A secondary process of collecting data occurred through the use of a focus group. An e-mail was sent to all of the study participants that participated in a one-on-one interview requesting their attendance in a focus group. The date was determined based on the availability of the respondents. Twelve of the 15 respondents ($n = 12$) agreed to participate in the focus group. The three potential focus group participants who did not attend the session included two from the technology team and one member of the field sales organization.

The focus group began with a quick review of the focus of the study, the process the group was to follow, and a reiteration of the timeframe and expectations of the participants. The questions were asked as provided and approved (see Appendix D), and additional open ended, probing questions were asked when the group was slow to answer or had no answer for the question. The probing questions during the focus group were either a rewording of the original question or were asked of the group to initiate a conversation. During the focus group, no leading questions were asked, as to prevent influencing the responses. The focus group lasted 45 minutes in length and was completed through a web conference. The members of the focus group were informed that the group would be recorded and, if they had issues, they were permitted to drop out of the group conversation.

The group responses were recorded as an MP3 and uploaded to Transcribe, an electronic transcription application that converts audio files to text. The text file was then manually compared to the audio and corrections were made where the software did not transcribe correctly. The document was then cleaned up for readability while not changing the content of the responses from the focus group.

Table 1 shows the breakout of age, gender, education, and experience of the study participants. Experience is defined in the context of this study as the number of years the participant has been employed with this specific company. The study participants' ages ranged from mid-30s to over 55 years of age and were split, with half of the participants male and the other half female. The education level of the study participants was also varied and ranged from the attainment of a high school diploma through the acquisition of a master's degree. The experience of the study participants refers to the number of years they had been employed by the same global corporate organization and the level of experience was extremely varied with a few of the study participants employed less than 5 years, while many were with the organization over 25 years.

Table 1

Participant Age, Gender, Education and Experience

Description	Technology (n)	Sales (n)	Administration (n)
Age			
35–44		1	1
45–54	4	3	3
55+	1	1	1
Gender			
Male	5	3	
Female		2	5
Education			
High School Diploma		1	2
Bachelor's Degree	5	3	2
Master's Degree		1	1
Experience			
< 5	1	1	1
5–9			
10–14	1	1	
15–19	1		
20–24	1	1	
25+	1	2	4

Note. Experience references the number of years the participant has been employed by this company.

Research Methodology and Analysis

Enterprise social media affords users the ability to exchange ideas and knowledge in both a personal and a professional setting (Demircioglu, 2018; Forsgren & Byström, 2017). There are minimal differences between certain forms of enterprise social media and other lines of communication, other than the ability to broadcast information to a larger population in one setting (Chen & Wei, 2019; Leonardi et al., 2013). However, unlike other communications outlets, there are conflicting points of view as to the effectiveness and utility of the use of enterprise social media in the workplace.

Based on the lack of research showing the positive or negative impact of enterprise social media in the workplace, this qualitative case study was an exploration of the perceptions of users of these technologies regarding how it affected their job performance. A qualitative case study methodology was determined to be the best option to acquire in-depth details from the participants using multiple sources of information (Tellis, 1997). According to Creswell and Poth (2018), the fundamental reason for performing qualitative research is the extensive collection of data through multiple methodologies.

Data collection methods. The first step in the recruitment process was obtaining approval from the corporate organization where the potential study participants were employed. Once approval was provided by the corporate organization, participant recruitment began with an e-mail to all members of the three groups. The potential participants were required to complete a survey to determine their appropriateness to provide the needed information (see Appendix A). This survey provided confirmation of those potential participants who actively utilized enterprise social media in the workplace. The potential participant population for each group included: Technology ($n = 61$), Field Sales ($n = 185$), and Administration ($n = 225$). From the responses

that were returned, six representatives from each group were chosen based on their answers. Those who provided responses to the survey that they actively used enterprise social media in the workplace were included in the study. Overall, five candidates were chosen as the study population with an additional one candidate per group held, in case one of the study participants either dropped out, changed roles, or left the corporate entity altogether.

Once the study population was finalized, an explanation of the research was provided to each study participant. In addition, a consent form was provided that was then signed by both the investigator and the participant (see Appendix B). After signing the consent form, each participant was provided a code number to maintain their confidentiality and a tracking log was created to capture the milestones for each study participant (see Appendix C).

A one-on-one video conference was scheduled through a second e-mail to each of the participants. Once the participant approved the meeting date and time, either a one-hour Skype session or Microsoft Teams session was created and sent to the participant for the requested time and date. Fourteen of the study participants were able to attend as requested, with one of the members of the technology team unavailable for an extended period, subsequently replaced by a backup candidate from the same team.

Each interview began with a review of the responses from the initial survey to ensure that none of the information had changed. The questions were asked as provided and approved (see Appendix D) and additional open ended, probing questions were asked when the respondent provided a vague or minimal answer. The additional probing questions were either a rewording of the original question or were asked for the respondent to provide additional information, including asking “Why do you say that?” or “Can you explain in a little more detail?” During the

interviews, care was given to not lead the respondents in their answers. No interview lasted more than 60 minutes, with most lasting between 30 and 40 minutes.

All one-on-one interviews were completed through individual web conferences, and the interviews were recorded as MP3s and stored as the participant's code number. All participants agreed to an audio recording of the interview. Once completed, the files were uploaded to Transcribe, an electronic transcription service that converts audio files to text. The text files were then manually compared to the audio and corrections were made where the software did not transcribe correctly. The documents were then cleaned up for readability while not changing the content of the responses from the study population.

The cleaned document was sent back to the study participant for member-checking. In qualitative research, member-checking is also known as respondent validation or informant feedback. According to Creswell and Poth (2018), this technique aides the researcher in improving the accuracy, credibility, validity, and transferability of the information obtained through the interviews. During the member-checking period, the transcription of the interview was returned to the study participant in order to check the accuracy of the text. Each study participant was required to review and approve the transcript from the interview to ensure validity. Only three respondents asked for changes to their transcripts, with one being a correction on one of the enterprise social media sites not used. The others were not contextual changes, but changes in the statements the participants provided to better clarify their perceptions.

Challenges of data collection. In two instances, the one-on-one interview needed to be paused as outside activities interfered with the interview. The interruptions did not appear to affect the overall interview, and in both cases, the study participant was willing to continue at the

point of interruption. Additionally, one participant was not available during the interview timeframes provided due to business outside of the country. This study participant was replaced by one of the alternates retained during the initial surveying process. The new participant took was provided the code from the previous.

Data analysis. After the 15 interviews were completed, transcribed, edited, and provided to the participants for member checking, they were reviewed and coded into tables using Microsoft Excel. For data analysis in a qualitative study, one of several strategies for evaluation is pattern matching (Yin, 1992). The pattern matching can be between theorized and observed variables, whether process or outcome variables. There were multiple patterns provided through the responses from the study participants. During the data analysis portion, some of the patterns were deemed immaterial due to limited responses. The patterns chosen were due to high continuity of response by the study participants.

To avoid influencing the data collected during the coding of the responses, careful consideration was used to make note of any emotional responses provided by the study participants. Notes taken during the interview were attached to the participants' transcripts to provide additional insight to the responses. All extraneous responses not relevant to the questions posed were reviewed to determine relevance to the study. During the analysis, if the respondent deviated from the questions or went off on a tangent, the researcher noted this information in the study notes.

During the coding process, the first step was to define the population based on demographic criteria. The criteria included age, gender, education level, and number of years the individual had been employed by the current company (see Table 1). These criteria were chosen

to ensure that the study participants included a representative sample of the various demographic breakdown of the employees in the company providing the study participants.

The next step in the coding process was to document the enterprise social media tools the study participants reported use. The initial questions from the survey were used to obtain an understanding of the use of Facebook, LinkedIn, Twitter, Skype, and Microsoft Teams in both personal and professional situations. The respondents provided more technologies than were originally asked. During analysis of the findings, it was determined that two of the original technologies (Yammer and Chatter) were not utilized by enough of the study respondents and were replaced with Microsoft Teams and Skype for Business. Table 2 displays the various technologies and number of respondents using them for professional use only, as provided through the study participants' responses.

Table 2

Enterprise Social Media Use in the Workplace

Application	Technology (n)	Sales (n)	Administration (n)
Facebook	3	1	2
LinkedIn	5	5	5
Twitter	2	1	1
Instagram	1	1	
Skype	5	5	5
Microsoft Teams	5	5	5
Salesforce Chatter		2	1
GoToMeeting		1	
iMeet		1	
Pitch		1	
SharePoint			1
Snapchat	1	1	
Viber		1	
Microsoft Yammer		2	
Zoom		1	2

After the completion of the interviews, the responses were coded according to the themes that were established through the interviews. Once the coding process was completed, the respondents were contacted through e-mail to participate in a follow-up focus group. The focus group was chosen to encourage dialogue between the participants. The questions posed during the focus group were a reiteration of the questions asked during the one-on-one interviews. The questions chosen were based on the need for additional information on that specific theme. The answers the participants provided during the focus group provided commonalities as well as differences across the different job functions.

The next stage in the coding process was to review the responses of the study participants to determine where there was overlap in the responses. As the responses were coded, it became apparent that there were five main themes that drove the use of enterprise social media in the workplace. These themes are detailed in Table 3 and included; communication, research, job satisfaction, fostering and maintaining friendships, and workplace collaboration with other members of their team.

Table 3

Impact of Enterprise Social Media Use in the Workplace

	Technology (<i>n</i>)	Sales (<i>n</i>)	Administration (<i>n</i>)
Communication	4	4	5
Research	4	4	4
Job Satisfaction	3	3	5
Connection / Friendships	4	4	2
Collaboration	3	3	3

Summary of Findings

The 15 study participants were drawn from three different groups based on their role in the organization and their proximity to others on the same team. Each participated in one-on-one

interviews to provide their perceptions on the effect that enterprise social media has on their job satisfaction and performance. As detailed in Table 4, data collected during the interviews showed that there were conflicting viewpoints on the importance of enterprise social media for job success. Eleven out of 15 study participants reported that enterprise social media was important for job success.

Table 4

Is Enterprise Social Media Important for Job Success?

	Technology (<i>n</i>)	Sales (<i>n</i>)	Administration (<i>n</i>)
Yes	3	4	4
No	2	1	1

The study respondents provided such reasons as, “Because everything is immediate, communication is immediate. Our customers expect things fast” (DC1), while another of the respondents stated, “It (enterprise social media) houses all my information. I can put things in folders. I can go back and refer to things, I can communicate, I can provide examples back to the customer on criteria we discussed” (DC2). Lastly, one of the study participants replied, “It’s an easy way to share screens, share documentation, share plans, and schedules, all that kind of good stuff” (DC3). In all cases, immediacy and the ability to get to information quickly were cited as reasons why the technologies were important for their success in the workplace.

Other study participants focused on how the technologies impacted their work–life balance when providing their perceptions of the importance of enterprise social media. Work–life balance refers to the ability of the individual to prioritize personal and professional activities in his or her life and the level to which activities related to his or her job interfere with personal priorities. The participants provided such responses as “If you want to factor in the personal part, then I feel it makes me personally more successful because I don’t have to burden of driving to

the office all the time or flying all over the place” (SA3). Additionally, “Well, if you call successful a balance between work and life, yes.” Lastly, one respondent felt that “The reality is, I see it as an advantageous marriage because I can do more things in a smaller window of time which really gives me a good life work balance” (DC1).

On the subject of work–life balance, there was a significant contradiction in responses. When questioned about work–life balance and the role that enterprise social media plays, one respondent stated, “I think there's always opportunities for easier use of things, for time management, and things like that, but I can't think of any social networks that would make my life a lot easier or better” (FS2). Additionally, another of the study participants (FS3) felt:

While I might be able to do more tasks in a day than I could do yesterday, I'm expected to do more tasks. So, technology hasn't made my life easier. In fact, it's made more things that you have to track and keep the count of. More expectations because it's quicker to do things.

Lastly, one of the respondents questioned why others use enterprise social media by stating, “I wonder why people are posting what they're posting. I mean you and I work for a living. I think that they are creating a narcissistic ‘look at me,’ I've done nothing with my life, but I've posted something on some social media site so you can see me” (SA2).

Overall, there were more positive than negative responses when analyzing the work-life balance paradigm. According to Hanna et al. (2017), the division of the responses were to be expected, as work-life balance, or the practice of separating an individual’s personal life and work life, is the societal norm. While this practice has worked for previous generations, with the proliferation of enterprise social media, it is much easier for employees to connect with their social circles, including coworkers, while in the workplace (Hanna et al., 2017). This connection

of work and personal life provides a more pleasurable work experience and according to Holland et al. (2016), can have a positive effect on work-life balance, improve employee retention, as well as positively impact job satisfaction. This was conveyed multiple times by the study participants, as work-life balance and positive job satisfaction was stated by all respondents.

Presentation of Data and Results

The study participants' responses during the one-on-one interviews provided a rich description of their perceptions on enterprise social media and its impact on their work. The data collected during the interviews was coded based on the themes that developed from the responses. Once coded, the interviews were analyzed and clustered based on the individual's role in the organization. There were three clusters based on the roles of technology, sales, and administration. Five main themes developed from the responses provided by the study participants: communication, collaboration, connection, ability to streamline research, and overall job satisfaction.

Research Question: How does the use of enterprise social media in the workplace impact the perceptions of employees in a global corporate organization with a geographically diverse workforce? Fifteen members of a global corporate organization were interviewed to provide their perceptions of the impact of enterprise social media on their work. These participants were distributed across the country with the five members of the administrative group all working in a corporate office in Pennsylvania. The remainder of the study participants were home based. The field sales participants had the ability to work in a satellite corporate office based on their proximities to the offices. The technology team was geographically dispersed and worked full-time from individual home offices.

Five themes emerged from the responses provided by the study participants: communication, collaboration, connection, ability to streamline research, and overall job satisfaction. As detailed in Table 3, study participants did not agree on any one theme regarding enterprise social media's influence. The area of impact where 13 of the 15 study participants perceived an effect was in communication. This communication, according to the participants, included both verbal and written communication. The electronic tools that provided this impact included Skype, Microsoft Teams, and various e-mail packages. Instant messenger as a means of communication was cited by nine of the 15 respondents, with FS5 stating "instant messenger is immediate, it's popping up on their screen and you can hopefully grab their attention."

A higher percentage of the sales team and administrative team members responded positively when questioned on enterprise social media as important for job success versus the responses from the technology team (see Table 4). One of the respondents from the sales organization stated that enterprise social media is important to be successful because "the job is no longer an eight to five kind of job. It is 24/7 and communication takes place and you need to be aware of what's going on" (FS1). Success for the administrative team is heavily dependent upon having the ability to communicate with clients that are not in geographic proximity to the team. This prompted one of the respondents from the administrative group to state, "How else would you communicate with people? Via phone? It's not like you can just walk over to the company and talk to them personally" (DC2).

The area of impact that provided the least value but was still cited on 60% of the responses was collaboration. The respondents provided multiple forms of collaboration, including cloud-based document sharing, document editing through video conferencing, and the electronic transfer of documents through e-mail for review and editing. When questioned on why

collaboration was not as prevalent, SA5 responded, “I think the collaboration part from a documentation perspective is still fairly young at least at this company,” continuing with, “I just think that if a company has been born out of legacy technology, you don't necessarily see those changes taken on as quickly” (SA5).

There were also differences of opinion on the impact enterprise social media has on these themes. As displayed in Table 3, all of the respondents stated that there was some impact of the use of the enterprise social media technologies; however, the impacts included both positive and negative cases. Everyone questioned did agree that the technologies provide them more flexibility based on the ability to access information and systems remotely. One of the field sales respondents (FS2) acknowledged that, “I think the answer is, relative to being in person with somebody and being able to hash things out in person, it's not nearly as effective.” One of the administrative respondents (DC2) had an opposing view when they stated, “I think it has a positive impact on communication because you can keep connected at all times. And if you need them, they're right there at a moment's notice.”

The five main themes in order of magnitude the participants provided responses on included: communication (13 out of 15), research (12 out of 15), job satisfaction (11 out of 15), connections or friendships (10 out of 15), and collaboration (9 out of 15). There were other themes that the study respondents conveyed, but none provided enough multiple responses to utilize. There were various topics under each theme, as the respondents provided examples most relevant to them. These included the multiple channels of communication that enterprise social media impact including communication with teammates, clients, and prospects. Additionally, the theme of job satisfaction had overlapping answers with each of the other themes, as the responses provided deeper insight into collaboration, communication, connecting with others,

and the effects of online research while providing positive or negative feedback on the impact on their job satisfaction.

In all cases, the respondents stated that immediacy and the ability to connect both verbally and in writing with internal and external parties was a major determinant on enterprise social media usage. Lastly, the ability to find information on contacts and companies provided a positive impact that enterprise social media brings to their job. A breakout of the different methods of use within each area of impact is displayed in Table 5.

The perceptions from the study participants on the functionality that enterprise social media provides included both positive and negative responses. One of the field sales participants (FS1) declared, “I can get information to people whenever I need to deliver it, not only when they are available. Being able to reach them in multiple ways ensures that, if there is an immediate need, I can try to get their attention wherever they may be or on whatever tools they may be accessing. If I can't get their immediate attention, I can leave information available for them when they are ready to access it.” A dissenting viewpoint on the usefulness of enterprise social media was provided by the same respondent, “The negative aspect is, there is no downtime. As I reach out to people, they are also reaching out to me, at all hours of the day and night, to give me information or get information, which causes a stressful environment” (FS1).

Table 5

How Enterprise Social Media is Being Used

Method of Use	Study Participants
Communication	
With teammates	DC, FS, SA
With clients	FS, SA
With prospects	FS
Communicate offshore	DC
Setting up meetings	DC, FS, SA
Instant messaging	DC, FS, SA
Video conference	FS
Delivering proposals and presentations	FS
Research	
Online search ability	DC
Read / access online articles	DC, FS
Get insight on person	FS, SA
Identifying contacts	DC, FS, SA
Understanding what is happening in the marketplace	FS
Finding commonality	FS, SA
Job Satisfaction	
Remote application access	DC
Job offers / recruiters	DC, FS
Build relationships faster	DC, SA
Foster internal relationships	FS, SA
Manage day to day activities	DC, FS, SA
Connection / Friendships	
Connecting through LinkedIn	DC, FS
Socialization	DC, FS
Back channel communication	DC, SA
Receive messages from old peers	DC, SA
Send messages to old co-workers	DC, SA
Easy check-ins and touchpoints	DC
Collaboration	
Document Sharing	DC, FS, SA
Desktop sharing	DC
Reviewing documents	DC
Create and share presentations	FS, SA
Share schedules	DC

Note. Study participants include Technology (SA), Field Sales (FS), Administration (DC).

Communication. Communication is the act of conveying meanings from one group to another through the use of mutually understood signs, symbols, and semiotic rules. In enterprise social media, communication tools allow others to converse either by text, images, voice, video, or a combination of technologies. Examples of communication platforms include video-conferencing, web-forums, blogs, and instant messaging (Cook, 2017). The focus group provided insight into newer technologies that enabled them to set up on-going communication with their contacts. The group felt this was extremely beneficial and called this ability as a “set it and forget it” method of communication.

Communication was the highest rated concept provided by the study participants, with 13 out of 15 respondents stating that enterprise social media had a positive impact on the way they communicated with various groups including coworkers, clients, prospects, and offshore programming resources. This communication included verbal, through the use of voice over IP (VOIP) technology, textual, through the use of chat and instant messaging, and face to face, using video-conferencing.

Instant messaging was cited as having the most impact on communication. Instant messaging is the exchange of near real-time messages through an application or embedded software. Instant messaging usually takes place between two users in a private, back-and-forth style of communication; however, instant messaging may include multiple users in a group chat. One of the prime features of instant messaging is the user’s ability to see if a contact is connected and available through the selected enterprise social media application.

The respondents replied overwhelmingly how communication immediacy impacted their overall job satisfaction. One of the field sales participants (FS5) responded that, “instant messenger is immediate, it's popping up on their screen and you can hopefully grab their

attention.” While another respondent provided the insight that, “when I think of enterprise social media. I think one of my favorite terms is instant gratification” (SA1). Additionally, a respondent (FS2) provided this insight: “From an efficiency perspective, I would go visit with somebody in person or pick up the phone and call somebody or send an e-mail, but things like instant messenger are much more efficient in getting quick answers to questions I have.”

To combat the negative repercussions of instant messaging, the respondents were in agreement that the best method was to turn the application off. One of the technology study participants declared, “from an internal perspective, we've got the ability to use tools which will show when I am on, I am off, I am busy and ‘do not disturb’ when I find that my time management side is getting a little out of whack and I'm behind” (SA1). This was corroborated by one of the field sales respondents who stated, “unless I shut off access to IM or my text messages, my time is constantly being interrupted and that's hard” (FS1). To assist with time management and the barrage of e-mails and texts received, one of the office-based respondents stated that they, “open things up and look at them during my personal time, not so much my corporate time, so I don't feel like they are impacting me and my job at all” (DC3).

Research. Using enterprise social media technologies to do research includes the user’s ability to curate content, post or read articles on specific topics, and find information on people or businesses. The use of e-mail to collect data dates back to the 1980s, while the general use of the Internet to collect data started back in the mid-1990s. According to the Encyclopedia of Research Design (2010), e-mail had been primarily used in research for surveys and questionnaires. The advent of enterprise social media technologies increased the user’s ability to execute full experiments and implement a wider variety of research methodologies, allowing for larger and more diverse samples.

The respondents cited specific use cases of enterprise social media usage for research. The first and most prevalent component was the ability to be notified and read articles published on topics of interest. Four of the 15 respondents (26.67%) specifically cited a service offered by LinkedIn called Elevate. This product permits companies and employees to better curate their content, share the information through multiple social networks and provides a mechanism to measure the impact of the shared information. Using this service, respondents stated that they can see how many times the information they have shared has been liked, commented on, reshared, and how many people it reached. One of the field sales members stated, “on a daily basis I log into it and it basically cues up a number of different articles that I would find interesting, that if I were to share, my professional colleagues would also find interesting” (FS3).

The next component cited was the ability of the user to be able to perform online searches. Using key words to find additional insight on a topic while in a specific application provided immediate access to information and was easy to use. One of the field sales respondents (FS1) stated that “when I can't find information, I'll leverage external resources to get access to information on colleagues, on companies, on contacts, and customers that I need to engage with.” When asked to provide additional insight, the respondent continued with, “I use every means that I can as a resource, and I pick up bits and pieces on multiple resources to put together a bigger picture of whatever it is I'm researching” (FS1).

Another area in research that provided value to the respondents was the ability to identify contacts and get detailed insight on the person. It is a method of finding commonality and provides a way for the employee to open a dialogue with the customer, vendor, or coworker. Specifically, one of the very successful sales respondents declared that “once I found someone, I usually make connections to their different social media platforms and I'll spend a lot of time

doing research on them before connecting to look for like interests and things that we can find a common ground to relate to each other on” (FS3). The focus group discussed new research technologies being implemented by the company that provides them with a set of tools to do extended searches for contacts, including the ability to research individuals using complex algorithms to obtain the best results.

The last component in research provided by the study participants was the ability to understand what is happening in the marketplace. According to the respondents, the ability to find out how a company is performing, what their strategic goals and initiatives are for the following year, or how they are positioning themselves to the public are critical. This level of insight provides the employee with much needed information before reaching out to the prospect to start the sales cycle. According to a field sales respondent, “I have reached out to people from prospecting opportunities on LinkedIn that are in other relationships with other people that I know to try to get more business for the company” (FS1).

Job satisfaction. Job satisfaction is defined as the overall attitude each member of the workforce has towards their work, work environment and role in the organization (Demircioglu, 2018; Hanna et al., 2017). Job satisfaction can be defined as a “pleasurable or positive emotional state, resulting from the appraisal of one’s job or job experiences” (Locke, 1976, p. 1304) and can be the result of providing workers with autonomous working conditions and an environment where they are encouraged to participate in interpersonal relationships with coworkers (Bin Shmailan, 2015). Organizational research has shown that the use of enterprise social media as a means of communication can increase job satisfaction, which is one of the key drivers of performance in many companies (Demircioglu, 2018; Hallowell, 2011; Hanna et al., 2017; Miller, 2015; Robertson & Kee, 2017).

There were multiple responses from the study participants on the affect enterprise social media impacts their job satisfaction. The responses provided can be divided into distinct areas of influence. The first is the impact of enterprise social media on the employee's work day. Respondents cited the ability to work remotely because of the technology on their laptop and mobile devices as having a positive impact on their job satisfaction. Specifically, one of the technology respondents stated, "having the flexibility of being a remote employee, I don't have to worry about traffic. I don't have to deal with getting gas. I don't have to deal with engaging with people that if I don't feel like engaging with" (SA1). Another technology respondent provided similar commentary on the positive impact of being able to work remotely when they echoed, "I think it's better now, mostly because it gives me more flexibility so I can work from home. Where, in the past, you really didn't have that option. There was no easy way to get access to the corporate data and systems. So, you had to be in the office" (SA3).

The study participants expressed their belief that managing their work day also included managing one's calendar. A technology respondent specifically declared, "I use enterprise social media for everything from simple communication, to setting up meetings, to managing my calendar, to all those things. And when I say manage my calendar, specifically to interact with colleagues and or clients and customers" (SA4). According to the study respondents, the management of their day to day activities through enterprise social media and remote tools make these applications vital for daily needs. When questioned which tools were being used for management of daily activities, one of the sales participants quoted, "I use Salesforce many times a day. I use Skype on a daily basis. I use LinkedIn on a daily basis for identifying points of contact within companies or accounts that I'm pursuing" (FS2).

An additional area of influence cited by the study respondents that impact their feelings of job satisfaction was the ability to receive notification of potential internal and external job opportunities. This would include being contacted by recruiters through voice or written channels, and the ability to see the ever-changing job landscape. Opportunities for promotion, as well as for personal and professional growth, according to Herzberg (1968), are motivation factors. Additional motivation factors include achievement, recognition, the level of the work, authority, and responsibility (Alshmemri et al., 2017; Hanna et al., 2017; Herzberg, 1968; Herzberg et al., 2010). In the professional growth space, the respondents stated that, thanks to the Elevate program from LinkedIn, and the content posted online, they were able to maintain and upgrade their skills.

As far as opportunities for promotion, respondents indicated that this information was available through LinkedIn from those that had alerts for positions they saved using the job tracker module. Others stated that they received notifications from recruiters who saw their profiles online and felt that there was a match for a position they were trying to fill for another company. One of the administrative respondents mentioned during the interview, “I get messages from recruiters that I review. I don't go online on a regular basis to look for anything. It's just really acknowledging and looking at notifications that are sent directly to me” (DC3).

Connection. Connection refers to the bond an employee receives by associating closely with other employees, groups, or organizations that stimulate their sense of attachment and loyalty. In enterprise social media, connection tools allow users to not only connect with each other, but to connect to content to make their jobs easier (Cook, 2017).

An area of influence the respondents overwhelmingly provided was the ability to build and foster internal and external relationships. A handful of the respondents provided negative

feedback regarding the impact that enterprise social media has on connecting with others; however, most stated that this had a positive effect in the workplace. One of the corporate office respondents stated, “when you're talking with sales reps and stuff, you're not only talking about business, you're checking on how they're doing. I mean, while you're waiting for a meeting, you go back and forth, you socialize with them, become friends, and eventually, connect on Facebook” (DC2). Another of the administrative respondents stated that access to these tools helped to build relationships faster and that for people who are already friends, “they helped maintain the relationships through easy check-ins and touchpoints” (DC5).

Table 6 shows the respondents’ perceptions of the impact of enterprise social media on building and fostering relationships. The response numbers ($n = 18$) are higher than the number of respondents ($n = 15$) due to respondents providing multiple reactions. One of the administrative respondents said, “I think that in some cases that you can communicate your feelings better through enterprise social media, and that can be also be a negative as well because it can be misinterpreted” (DC1).

Table 6

Impact on Interpersonal Relationships in the workplace

	Technology (n)	Sales (n)	Administration (n)
Positive	3	3	4
Negative	2	1	1
Neutral	1	2	1

Note. Answers based on results of one-on-one interviews of all social media tools used in the workplace ($n = 15$). The number is higher than the number of participants based on respondents providing multiple reactions.

When probing the respondents for insight into why they would have a negative reaction to the impact of enterprise social media on interpersonal relationships in the workplace, one of the technology respondents (SA5) summed it up as, “it is tough to derive intent and emotion and nuance through enterprise social media.” Another of the technology respondents echoed those feelings when stating, “you can build friendships remotely, but until I can actually meet them face-to-face and have some conversation to build some sort of friendship, I don't personally see the tools as making friends better or making more friends or anything along those lines” (SA3).

When discussing how connections are made through enterprise social media, the respondents quoted using different methods of technology. For one, it was the ability to engage with coworkers who have left the company. “I think social media has allowed us to kind of open the world a little bit more to at least be engaged with people that, from a historic level, maybe you had a relationship with at some point in the past” (SA1). For another (FS3), it was the use of one of the tools with current coworkers, “Instant messenger is just a very immediate way of connecting with folks where you can have multiple conversations happening simultaneously.”

The respondents also detailed a lifecycle to the connections made in the workplace. The connection between workplace team members to one another can be formal, such as prescribed and regulated communication (Cook, 2017), or, as is most prevalent with enterprise social media, the communication channel is mostly informal in nature (Cook, 2017). The connection begins purely professionally, as coworkers engage with one another on the job. From there, enterprise social media gives the coworkers a window into each other's lives which speeds up the personal connection. According to one of the technology respondents, “being able to escalate how it is that I can see somebody, where historically it would have taken 15 years to really dig in and identify that kind of stuff, we can really compact it from an overview of perspective very

quickly, months, weeks, even days, might depending on how involved you are with that platform” (SA1).

It is at this point that the coworkers connect through social media outside of the workplace. As stated by one of the field sales respondents, “my account manager and I have developed quite a very good professional relationship, but we've developed a friendship too, so kind of like the next step in the relationship, we actually friended each other on Facebook” (FS5). In a geographically diverse workplace, this connection and friendship between coworkers helps to alleviate the sense of disconnectedness, which, according to Hallowell (2011), will impact their level of job satisfaction.

Collaboration. Collaboration is the process of two or more people or organizations working together to complete a task or achieve a goal. In enterprise social media, collaboration tools allow others to work with one another to solve specific problems in multiple methodologies (Cook, 2017). The respondents identified different aspects of collaboration during the interviews, including document sharing, screen sharing, file sharing, instant messaging, and posting articles for others to review and comment. They detailed the different methods of performing these tasks, including the use of LinkedIn Elevate for the review and sharing of news articles, Microsoft Teams for the ability to share screens and instant message, and SharePoint for the ability to share files and documents.

When questioned on how instant messaging could be used as a collaboration tool, one of the sales respondents acknowledged that it is a useful method to operate with their internal partners. It gives them a back-channel conversation instrument outside of e-mail. Unlike e-mail, instant messaging is immediate and permits the user to be engaged in active dialogue. According to one study participant, “e-mail is non-responsive. It takes a while for you to answer it, then do I

fit into your calendar for a call back” (SA1). Another respondent agreed, “when you send an e-mail, we may not see it for hours or respond to it for a few hours or even a day” (FS5).

Cook (2017) asserted that collaborative enterprise social software supports the engagement of participants with shared goals and commitments to solve a problem. Collaboration between coworkers is social and involves engagement and a form of interpersonal relationship between the parties (Cook, 2017). To achieve the shared commitment or goal, enterprise social software needs to provide employees the ability to make contributions, and not just share documents or announcements (Cook, 2017; Mishra et al., 2014). Additionally, collaborative enterprise social media needs to provide a mechanism for employees to edit work or information that is owned collectively (Cook, 2017).

The respondents in the focus group discussed the different collaborative features each was using with the changing technologies. One of the respondents stated that they were slowly acclimating to the new Microsoft Teams application which opened a dialogue with all members of the focus group on the positive attributes and limitations of the technology. The use of the conference call features, including the ability to participate in a call directly from the calendar, and the instant messaging feature were both recognized as the most useful options provided by the technology. The limitation of the technology that was cited most by the focus group was the issue with connectivity to outside applications. If a contact outside of the corporate network uses a different technology for conferencing, it was acknowledged that issues with connectivity appear.

Other methods of collaboration in the enterprise social media space were met with mixed results. A positive response was provided from one of the field sales respondents, “it does definitely bring me together with people geographically that I wouldn't be able to get together in

person with, so I guess it definitely makes things easier than going back and forth on e-mail or picking up the phone” (FS2). A contradictory response came from one of the technology respondents, “I have not really adopted the whole idea of document sharing. I'm still old school and attach stuff to e-mail and e-mail it” (SA4). Lastly, one of the technology respondents provided the response, “I still see the majority of collaboration being done by passing around Word, Excel, PowerPoint, Visio documents via e-mail, asking people to fold their changes into it and then send it back to somebody” (SA5). Although collaborative in nature, the respondents agreed that these methods of use of the technology was not optimal.

Underutilized functionality. The perceptions of the respondents were that there is functionality available through enterprise social media that is currently not being used by their company. Additionally, for some of the technology currently being used, there was some functionality being underutilized. According to 10 of the 15 respondents, there was one specific function not being utilized that they felt would be beneficial to their job performance. That functionality was video conferencing. One of the technology respondents provided this insight: “I don't necessarily see the video portion of it probably nearly as widely used as it should be. I think that that would help foster some additional relationships, particularly with clients, where, if we can't necessarily be there on site, we can at least make eye contact with each other during video portions of meetings. I think that would go a long way, adding the video capabilities to client meetings” (SA5). The respondent was referencing video conferencing as a functionality of both Skype as well as the Microsoft Teams, both of which were utilized by the study participants.

The study respondents all stated that they participate in a video conference with senior leadership, but this conference is a passive use of the technology as it is “watch only” and there

is no interaction from an employee response perspective. According to Sharma and Bhatnagar (2016), video conferencing tools are generally used by leadership to connect with their employees to help alleviate the hierarchical boundaries and power dynamics that impact internal communications. Using live video for leadership to present information can be a great source of motivation as employees feel more involved and valued.

When questioned on why they were interested in this specific functionality, one of the administrative tool had this response: “Because you're actually seeing somebody. You're actually not corresponding with a name on a screen. You're actually looking at the person that you're engaged with (DC5)”. Additionally, one of the field sales representatives was highly interested in accessing the functionality to help with the rigors of travel. The respondent stated, “to put me on a plane and have a fly to Louisiana two times and Kentucky three times and Alabama four times and all over the place, to me it's not a good use of our money and it's not a good use of my time” (FS5). Lastly, a field sales respondent retorted, “I feel that when others see you, like they see your picture, they have the ability to verify who is this person who’s reaching out to me. I feel like it gives them a different comfort level” (FS5).

A second enterprise social media function that the respondents acknowledged was lacking in the workplace was the creation of communities. Multiple respondents replied that there were groups created in a few of the available applications, but none were being utilized efficiently. The overall perception of the group was that the systems should be used as a repository for sharing important documents and as a means for sharing articles and information. The reality, according to the focus group, was that there were too many options, and it was difficult to maintain the information once it was loaded to the social media repository.

Issues and Concerns

Three main points of concern were brought forth by the study participants. The first of these issues was the lack of cohesion between applications, including the ability for external parties to communicate with the participants through different enterprise social media applications. The second issue was dealing with all of the security protocols in place that prohibit ease of use of the applications. The last issue was the impact of enterprise social media on the work day which caused negative productivity.

Regardless of how the technologies positively or negatively impact the individual, one concept that was brought up during the focus group, and agreed to by all members, was that the issues may not be tied to the individual platforms; it should be tied to the fact that society and the employees at this specific company have not determined what the norms are for the technologies. One of the group members used the analogy that if everyone was asked how long you should wait for an individual for a conference call, almost everyone will say the appropriate time for an hour-long call is approximately 10 to 15 minutes. For a 30-minute call, the waiting time for the individual to start the call drops to 5 or 10 minutes. These are established norms that people follow in terms of what they can accept as a society.

The respondents continued that because new platforms are being introduced to them in the workplace at a rate so fast there has been no time to establish norms in terms of what is appropriate versus what is not. This leads the users to create different levels of individual interpretation based on individual experience and perception rather than what the platform does for the individual or group. Until norms are established either by the corporate organization, or by society as a whole, a few of the respondents felt that the issue of cyber-stalking (FS5, SA1, SA2) would not be rectified.

According to the study respondents, enterprise social media is useful for connecting, communicating, and collaborating with other members of the same company. Members of the same team or organization can communicate with each other through e-mail, instant messaging, conference calls, and voice over IP through the applications they currently have. As a means to connect with external parties, however, the respondents stated that the technology is severely lacking. The reason behind this is the number of different social media applications available and the lack of cohesion between the various applications. One of the administrative respondents stated, “I don't see an easy way to have online collaboration with customers. It's usually setting up a separate Microsoft Teams site, which requires some configuration. I don't even know if there's a way to do it on Salesforce” (DC3). According to the responses from the focus group, the user would need to go from one application to another to find external parties to communicate. One of the field sales team agreed, stating that, “you need multiple paths to get to both customers and colleagues when necessary” (FS1).

Once a participant had the need to connect to an outside contact through the enterprise social media, the next issue brought up during the focus group was the ability of the individual to connect through the corporate security protocols. According to one of the field sales respondents, “I feel that we've swung way too far towards security and compliance to the point where it's very almost paralyzing” (FS3). The participant continued,

We have a constant change of passwords, but not only does the password for the application change, a security layer that sits outside of that application you also have to have a password for, and they are not always communicating with each other.

Additionally, new technologies have been put into place where the user needs to be authenticated from a mobile device. With the addition of all of these security protocols,

something that used to be done in 30 seconds now take a much longer time, with more logins and passwords provided by the user. (FS3)

The issue of security was discussed during the focus group, with multiple respondents agreeing that there are challenges with the security protocols in place at the corporate level that interfere with the ability to access all of the functionality that the enterprise social media applications offer. The main functions that are impacted by security protocols include links that transmit personal information through the application are blocked, pop-ups that display information from specific sites are disabled, and even access to certain pages or sites have been disabled due to cloud proxy service protocols. During the focus group, one of the respondents replied, “there's still challenges that we have I think with our security protocols and being able to access all the functionality.”

The third issue of concern brought up by the respondents was how enterprise social media negatively impacts their productivity. During the focus group, it was brought out by a few of the respondents that there are times when they are working on something very diligently and they need to concentrate on the task at hand. This is when enterprise social media play a negative role in their productivity, because the respondents stated that this is one of the times that they would get interrupted by questions being delivered to them through one of the mediums. One of the focus group specifically stated that, “sometimes it does go down the path and becomes something bigger, but you're constantly interrupted answering all of these questions.”

This was also brought to light during the one on one interviews. One of the administrative respondents agreed, “you can get hounded when you're trying to focus on something, and I guess you just basically have to shut your Skype off if it becomes that much of a problem” (DC4). Another administrative respondent agreed that they would be in the middle of something that

needed their undivided attention and they receive an instant message that breaks concentration. At that juncture, they stated that they “needed to stop what they are doing to respond to the individual sending them the instant message” (DC5).

The negative productivity concerns are not just tied to instant messenger. According to FS1, “if people can't reach me via IM, then they'll try to reach me by text and to look for me in other ways to get a hold of me. That's fine, except I have so many people doing that all day long that I can't get my work done” (FS1). Another of the sales respondents (FS2) agreed that IM can be invasive to some extent, especially when people keep pinging them when they do not get the answer they are looking for in a timely manner.

This study participant shared another frustration relating to negative productivity, based on finding information through the various technologies. They contended that,

Different internal product teams use different vehicles, so a lot of times if I'm looking for something, I have to look across multiple platforms or they tell me to go look on something that I'm not a frequent user of so from that standpoint, that's detrimental to my efficiency. (FS2)

Summary

The respondents provided insight into their perceptions of the enterprise social media available for their use. The overall reactions in the interviews and focus group detailed how the technologies affect them in their day to day activities. There were mixed reviews on the efficacy of the technology, as well as the impact it had on the individuals. Some felt that they made their lives easier, while others were not as agreeable, contending that the technologies had the ability to be intrusive. Overall, however, all three teams provided mostly positive responses to their

perceptions of the technologies, with many making recommendations for change to make them more effective.

The main focus of the responses was on work–life balance and how the technologies provided them the ability to get more done in a work day, but with the caveat that with the ability to get more done, more was expected. The respondents portrayed the social media applications as tools that allowed them to connect more easily with others across diverse geographies and collaborate with their teams, regardless of location. The ability to find contacts, handle research to fulfill the requirements of their job, and to create and deliver presentations, designs, proposal and contracts were all cited as positive outputs of the enterprise applications. Additionally, the respondents provided input on where the technologies are failing them, and recommendations on how to correct those issues. If they had the chance to focus on creating norms for the technologies, there would be considerably less negative perceptions to using the technologies in the workplace.

Chapter 4 presented a qualitative methods review, results and findings through data analysis in the format of tables, figures, summaries of qualitative data, testing of qualitative research questions, and a written summary. Chapter 5 will offer literature review conclusions, findings and interpretations, limitations, data interpretations, assumptions, ethical dimensions, implications, recommendations for future research, and summary and conclusion.

Chapter 5: Discussion and Conclusion

Introduction

With companies becoming more distributed and the number of employees working from home increasing, companies face employees' feelings of disconnectedness and disengagement with their team members. Employers have attempted to correct this issue through the use of enterprise social media. While enterprise social media can provide benefits, there has been little research on understanding if the use of enterprise social media applications positively or negatively affects individuals in the workplace (Chen & Wei, 2019; Cook, 2017; Demircioglu, 2018; Verduyn et al., 2017).

For the purposes of this study, enterprise social media was defined as electronic tools that facilitate communication and interaction between multiple internal or external users (Cai et al., 2018; Demircioglu, 2018; Leonardi et al., 2013; Liu & Bakici, 2019). This study was a review of enterprise social media as a workplace tool that can help deal with the challenges of communication and interaction (Cook, 2017; Sharma & Bhatnagar, 2016). Instead of just using enterprise social media as a way to communicate with other internal or external users, this research focused on enterprise social media as a platform for enhanced social interaction in the workplace (Leonardi et al., 2013). This enhanced social interaction included communication, collaboration, and connecting with others.

There has been much research on the organizational uses of social media; however, there is limited information on how social media impacts employees from an individual-oriented perspective (Demircioglu, 2018; Holland, Cooper, & Hecker, 2016; Leftheriotis & Giannakos, 2014). It is important to understand the individual-oriented perspective of how enterprise social media affects employees in a globally-distributed organization, as motivated employees perform

better, work harder, and are more likely to help organizations reach their goals (Chen & Wei, 2019; Demircioglu, 2018; Haddud et al., 2016; Holland et al., 2016; Leftheriotis & Giannakos, 2014; Robertson & Kee, 2017).

Multiple researchers have studied the paradigm of enterprise social media in the workplace, with mixed results (Aichner & Jacob, 2015; Holland et al., 2016; Hanna et al., 2017). Positive results were obtained, and research has proven that a work-related benefit of using enterprise social media is the ability to create and maintain professional relationships (Hanna et al., 2017; Leftheriotis & Giannakos, 2013). Specific enterprise social media tools allow users to gather information, promote knowledge sharing, and engage with others in an organization (Hanna et al., 2017). According to Holland et al. (2016), enterprise social media can also have a positive effect on work-life balance and improve retention and commitment, as well as job satisfaction. The level of interpersonal connection and support a coworker receives from others helps to determine the degree to which an employee uses enterprise social media in the workplace (Carlson et al., 2016; Charoensukmongkol, 2014; Demircioglu, 2018).

Holland et al. (2016) also found that job attitudes play a significant role in predicting counterproductivity, and enterprise social media issues may arise when an employee uses the technology in a manner that harasses another employee or is discriminatory (Edwards, 2015; Hanna et al., 2017). In addition, not all enterprise social media activities are relevant for the workplace. Using enterprise social media for nonwork-related activities increases the probability of cyber-loafing (Holland et al., 2016), and excessive use of enterprise social media can negatively affect employees' performance in the workplace (Liu & Bakici, 2019). Lastly, researchers have shown that enterprise social media functions such as photo-sharing, social

gaming, and social bookmarking provide little relevance in the workplace and negatively affect performance (Aichner & Jacob, 2015; Chen & Wei, 2019).

The results of the research performed for this study established five themes related to enterprise social media impacts. Those themes were; (a) collaboration, (b) communication, (c) connectedness, (d) the ability to streamline research, and (e) a positive increase in job satisfaction. Each of the first four themes had a direct impact on the last. Using Herzberg's motivation-hygiene theory as the theoretical framework, the purpose of this study was to explore the perceptions of employees regarding the impact enterprise social media has on communication, collaboration, connectedness, and the ability to streamline research. The final outcome of this study is a synthesis of the findings on how enterprise social media impact employees.

Summary of the Results

The results of the research showed that all of the respondents used some form of enterprise social media for work. The applications used by participants for business purposes were LinkedIn, Skype for Business, and Microsoft Teams (see Table 2). Respondents in the sales organization provided the most diverse listing of social media applications used for business purposes, while the technology team provided a more restricted list of social media applications. The results of the research established five themes: communication, ability to streamline research, interpersonal relationships, collaboration, and impact on job satisfaction.

Communication. Communication was provided as the main reason for using enterprise social media, while collaboration was the least beneficial use of the technology (see Table 3). The members of the technology team and sales team who did not include communication as a beneficial aspect enterprise social media indicated that they continued to use telecommunications

tools for communicating with their team members, clients, and leadership. Both respondents stated that telephone and e-mail were the preferred methods of communicating with others, and neither embraced instant messaging, video conferencing, or group chat as delivery mechanisms for communication.

The ability to streamline research. The ability to streamline research was provided as the second most significant purpose for using enterprise social media. LinkedIn was reported as the most used application for research needs. Research, for the study respondents, was mainly to acquire information in two areas. The first was the acquisition of commercial information on specific businesses. This information included such topics as an overview of the company, industry information, company size, locations, and posted positions available.

The second research area was to acquire information on contacts for specific businesses in addition to having a mechanism for connecting with these contacts. In the sales division, especially, LinkedIn was described by the participants as the main method for this type of research and client-based interaction. Additionally, respondents described the application as providing the ability to read articles and news stories, understanding of what is happening in the marketplace, and finding commonality between themselves and those they are researching (see Table 5).

Interpersonal relationships. Interpersonal relationships was the next most important benefit of using enterprise social media. When questioned about interpersonal relationships, the respondents included the building, maintaining, and nurturing of workplace relationships. The level of interpersonal connection and support a coworker receives from others help to determine the degree in which the employee uses enterprise social media in the workplace (Carlson et al., 2016; Charoensukmongkol, 2014; Demircioglu, 2018). Both internal and external relationships

were cited, and the respondents named different programs and methods of technology. For one of the respondents, the interpersonal connection was through external programs so they could interact with coworkers that had left the company. For another, the use of internal tools fostered interpersonal relationships with current coworkers.

The connection between workplace team members can be formal, such as prescribed and regulated communication (Cook, 2017), or, as is more prevalent with enterprise social media, the communication channel can be informal in nature (Cook, 2017). The connection begins professionally, as coworkers engage with one another on the job. From there, enterprise social media gives coworkers a window into each other's lives, which increases personal connection. According to one of the technology respondents, "being able to escalate how it is that I can see somebody, where historically it would have taken 15 years to really dig in and identify that kind of stuff, we can really compact it from an overview of perspective very quickly, months, weeks, even days, might depending on how involved you are with that platform" (SA1).

Collaboration. Collaboration was cited as one of the reasons for using enterprise social media, but due to the technologies available in the respondents' organization and the nature of the business, it was not highly regarded. In an organization where individuals act autonomously, the need to share documents is minimal. Many of the study participants stated that sharing documents and presentations between team members can be accomplished just as easily through legacy technologies such as e-mail. This was cited due to the lack of experience with new technologies the employees were provided for collaboration.

Cook (2017) asserted that collaborative enterprise social software can support the engagement of participants with shared goals and commitments to solve a problem. To achieve the shared commitment or goal, the enterprise social software needs to provide employees the

ability to make contributions and not just share documents or announcements (Cook, 2017; Mishra et al., 2014). The software used by the respondents provided them the ability to contribute to the artifact being created, but according to the respondents, the documentation was the responsibility of specific team members, so collaboration was handled more simplistically. Changes to any artifact was conveyed either through telecommunications channels or through the use of e-mail. Microsoft Teams was described as a tool that permitted team members to provide collaborative feedback, but as of the time the research was conducted, collaborative functionality was not being used across the organization.

Discussion of the Results

The purpose of this research was to explore perceptions of the impact enterprise social media has on employees in a global corporate organization with a geographically diverse workforce. The 15 study participants were part of three select groups of a global corporate organization, each with differing geographic distribution. Previous research was inconclusive and provided conflicting results. Some research supported the use of enterprise social media as a means of enhancing collaboration, communication, and connection in a corporate environment (Cook, 2017; Hanna et al., 2017). Previous researchers also provided contradictory findings in that excessive use of enterprise social media can negatively affect employees' performance in the workplace (Liu & Bakici, 2019).

Holland, Cooper and Hecker (2016) found that counterproductive behaviors, including “cyber loafing” (p. 2622), were the result of employees using the Internet or social media for non-work-related or personal activities (Liu & Bakici, 2019). Cyber loafing, according to Holland et al., was due to dissatisfaction in the workplace due to employee disengagement and

stress, however, the use of social media during in the workplace may be a method of engaging the disaffected employee (Holland et al., 2016).

There were positive and negative responses to the questions provided during the research. The respondents who were based in an office and had the ability to communicate with team members face to face were less likely to provide positive feedback on the effectiveness of enterprise social media technologies. The respondents in the technology and sales teams who were all home-based and had limited access to communal offices to meet with team members reported higher use and more positive responses to having access to enterprise social media. The most widely used method of communicating with internal team members is displayed in Table 7. The options the respondents provided through this open-ended line of questioning included phone, e-mail, social media, or face to face.

Table 7

Most Widely Used Tool for Connecting to Team Members

	Technology (<i>n</i> = 5)	Sales (<i>n</i> = 5)	Administration (<i>n</i> = 5)
Phone			1
E-mail			3
Social Media	5	5	1
Face to Face			

Note. Answers based on results of one-on-one interviews of all social media tools used in the workplace (*n* = 15). The number is in aggregate of tools used for internal communication.

The administrative respondents heavily used e-mail as the main communication method with their fellow employees, with none of the respondents stating that face-to-face communication was their preferred method. Contradicting answers were provided by the external team members, technology and sales, as both teams heavily favored social media as their communication tool. The social media tools used varied slightly, with almost all choosing the

instant messaging function as their preferred communication tool, and just two members choosing the video and audio conferencing functionality.

The lone administrative respondent who chose social media stated that the function of instant messaging was their preferred communication method. None of the respondents in any group chose face to face as their preferred method of communication, and when questioned, the external team members in technology and sales stated that it was too challenging to establish any regular cadence with internal team members, but because of the geographic disparity of the team, face to face meetings were always considered special events. The administrative team members all had contradictory answers, as team members stated that because they all worked in the same corporate office, face-to-face communication was part of their everyday routine. The choices made during the one-on-one interviews were provided due to expediency and convenience. Respondents indicated that face-to-face interaction with others led to activities that were distracting and had a negative effect on performance. All respondents, however, stated that the face-to-face interactions, regardless of team, led to higher job satisfaction due to connecting with other team members on a personal level.

The study participants were questioned on their perceptions of communication tools with external parties. These parties included previous employees, vendors, clients, and prospects. The responses during the face-to-face interviews were broader, with face-to-face interaction and e-mail dominating the responses. The most widely used methods of communicating with external parties are displayed in Table 8. The administrative team cited e-mail as their top communication tool and when questioned, the respondents stated that due to the nature of the role and the need for written confirmation in certain job functions, e-mail was the most convenient and efficient communication tool. This is consistent with the findings of Liu and Bakici (2019), who found

that employees were more likely to use public social media for communication with partners, suppliers, and clients, thus having a negative effect on workplace-based enterprise social media.

Both the sales and technology teams provided similar responses, with social media and face to face interaction being the most widely used communication tools with external parties. Both sets of respondents pointed to their need to interact with customers in person due to the nature of the business. Social media was chosen by those respondents who heavily favored the video and audio conferencing features of the technologies. Cost implications and work–life balance were stated as additional reasons for wanting to use the enterprise social media technologies instead of face-to-face interaction. During this line of questioning there were more positive than negative responses when analyzing the work–life balance paradigm. According to Hanna et al. (2017), the division of the responses were to be expected, as maintaining a work-life balance is the societal norm. This connection of work and personal life provides a more pleasurable work experience and, according to Holland et al. (2016), can have a positive effect on work–life balance, improve employee retention, as well as positively impact job satisfaction.

Table 8

Most Widely Used Tool for Connecting to External Parties

	Technology (<i>n</i> = 5)	Sales (<i>n</i> = 5)	Administration (<i>n</i> = 5)
Phone			1
E-mail	1	1	3
Social Media	2	2	
Face to Face	2	2	1

Note. Answers based on results of one-on-one interviews of all social media tools used in the workplace (*n* = 15). External parties include previous employees, vendors, clients, and prospects

According to the study participants, the ability to perform research is a necessary component of their job but can be time consuming and stressful without the use of enterprise

social media. Respondents stated that they perform research to acquire information on specific businesses or contacts at these businesses. The field sales team provided insight into the different use cases of the commercial information. The first is to better understand the company and their strategic goals and how they, as salespeople, can bring products and services to their potential customers to help alleviate their issues. Secondly, the respondents stated that the ability to know who the main points of contact are was paramount to their success.

Once the correct contact was determined, the next level of research was to find points of interest on the individual including detailed job function and goals, commonality, and personal information. This information provided the study participants with the insight needed to open a line of communication with the contact to connect and potentially close a sale. In the technology space, research on individuals was also stated as an important aspect of the role, not to close a sale, but to better understand the technical abilities of the individuals they work with, as conveyed to the public. Through the use of enterprise social media technologies, such as LinkedIn, the respondents were able to streamline these research efforts, providing them with the information they needed to accomplish their goal.

There were two stated limitations of the research paradigm. The first was that the information the individual was able to acquire through enterprise social media was often provided by the individual they were researching, and some people embellish or provide false or even conflicting information on their external profiles. According to the study respondents, when reviewing the individual's profile on one social medium, such as LinkedIn, then cross referencing it to another social medium, such as Facebook, they found conflicting results. Because most of the information provided on these sites are either crowd sourced or self-

reported, it is up to the individual reviewing the information to choose relevance and believability.

The second concern with streamlining research through the use of enterprise social media was in the area of work-life balance. According to Holland et al. (2016), enterprise social media provides improved employee by enabling a more positive work-life balance. Contradictory to these findings, many of the respondents stated that the more they could do through electronic media, the more that was expected of them. It is expected that companies look for ways to impact employee satisfaction so that productivity can be promoted; however, job satisfaction can be affected by social networks in their organization (Hanna et al., 2017). When employees complain about the company, processes, or expectations from leadership, this impacts other employees' usage, influencing coworkers to limit their use some of the enterprise social media applications the company has provided to increase job satisfaction (Carlson et al., 2016; Hanna et al., 2017).

In the area of research, it was identified that due to the perceived ease of access to information, leadership expected more detailed information on prospective clients. Additionally, it was conveyed that there was an expectation by leadership that the employees connect to their external contacts through these technologies. The separation of work life and personal life was discussed during the focus group with some of the study participants providing strong opposition to connecting the two.

The ability of connect to internal and external parties provided additional insight into how the study participants perceived the effectiveness of enterprise social media in the ability to form, nurture, and maintain interpersonal relationships. Most of the respondents stated that the technologies provided a positive impact on their interpersonal relationships, but when asked if

they connect to clients and external parties through such enterprise social media applications as LinkedIn and Facebook, they showed strong disagreement.

Both of these enterprise social media sites enable the user to interact with others through the creation of an online persona which contains personal information about the user. Once the persona has been created, it is up to the individual to determine with whom they want to share access to their information and with whom they want to interact (Leftheriotis & Giannakos, 2014; Robertson & Kee, 2017; Verduyn et al., 2017). During the interviews and focus group, it was established that there should be a separation of private life and work life, and that by providing access to these social media sites, the users open themselves up to personal scrutiny. Conversely, some of the respondents felt that providing certain access to their online persona helps to humanize them and builds more trust with the external party.

The respondents indicated that the socialization aspect of enterprise social media was comprised of multiple functions including the ability of the users to engage in back-channel communication. This type of communication was frequently mentioned as a product of the instant messaging functionality and would often be employed during larger group meetings. This back-channel communication could either be personal or professional and, according to the respondents, provided a method to share information or, as a negative function, provided a method to ridicule or mock someone without their knowledge. The persons involved in the back-channel communication fostered their relationships with one another, but at the expense of others in the larger conversation. When queried, the positive or negative aspect of this functionality was disputed. As shown in Table 6, some of the study respondents provided both a positive and neutral response, or a negative and neutral response when providing their perceptions of the

impact enterprise social media has on interpersonal relationships. This was due to the perception of some of the respondents that the functionality was being used by others in a negative manner.

An additional function that aided in the socialization feature of enterprise social media was the ability to use instant messaging as a means to perform check-ins and establish touchpoints with others. During the focus group, members of all three respondent groups agreed that when two or more employees work on an opportunity, regardless of their job functions, the instant messaging platform provided a real-time method to send questions or comments to one or multiple members of the group. Additionally, the instant messaging platform was cited as the best mechanism for reaching out to subject matter experts within the company when an immediate answer was needed during a meeting. This functionality provides the user with the ability to answer questions more thoroughly when corresponding with external parties. This increased the level of trust the client had with the respondent as the user was viewed as an individual who could provide information and alleviate concerns in a timely manner.

The respondents provided their perceptions on limitations of enterprise social media as a tool for creating, nurturing, and maintaining interpersonal relationships with external parties. Participants described how the technology may escalate the process of becoming friends, but it also has the ability to provide too much information in too short a window of time, thus intimidating coworkers and inhibiting a potential relationship. Most of the participants agreed that enterprise social media was better for interpersonal use in the very early stages of relationship, but to truly get to know a coworker or external party, it was necessary to have more face-to-face interaction to foster the potential relationship.

A further limitation of the technology was the ease of message misinterpretation. According to the respondents, there was a strong possibility of misconstruing intent through

electronic communication. They stated that with coworkers or colleagues this was not as big a concern, as these individuals tend to know each other from long term interpersonal communication and connection. The focus group discussed how important it is to safeguard against message misinterpretation by people who are new to a team or external contacts who do not have history with the individual. The respondents mitigated this issue by monitoring their outgoing electronic communication and collaboration before sending messages or documents to people with whom they did not already have an interpersonal relationship.

Collaboration was cited by more than half of the study respondents as a positive function of enterprise social media; however, the functionality provided by the tools the respondents had access to was limited. The list of collaborative functions provided through the one on one interviews are detailed in Table 5. The principal functionality enterprise social media provides, according to the study participants, was the ability to share documents and presentations. Members of all three groups stated that they were able to use the tools to collaborate with team members, regardless of geographic location, through the use of the teaming function in Microsoft Teams. By uploading a document, members of the team have access and can edit within the application. A limitation of the technology, however, was that for the remote employees, document editing on smart phones or tablets was too difficult. For a job function where the employee is frequently on the road, the respondents stated that sharing the document through e-mail, editing, and resubmitting to the team was a more productive method of collaboration.

Another collaborative function of enterprise social media that the respondents felt provided them value was the access to team members' electronic calendars. This function was cited as a valuable asset when having to schedule either internal or external meetings. The limitation to the technology was the lack of ability to view customers' or external parties'

calendars. The synchronization feature of the calendar function provided the ability to schedule other team members without interfering with their scheduled activities. There were contradictory perceptions of this feature as well, as some of the respondents stated that others having access to their calendar did not allow them down time to complete paperwork or other internal requirements of their position. To combat this, some of the respondents provided in the focus group that blocking time in their calendar for these types of internal activities helped to alleviate the concern. Additionally, one of the respondents provided the insight that blocking time for travel to and from airports provided personal time to relieve some of the stresses of the position.

Concerns with enterprise social media. The study participants provided strong positive responses to the impact that enterprise social media has on their job satisfaction. Four main negative features or concerns were brought up through the interviews and focus group. The first issue the respondents had with enterprise social media in the workplace was the preponderance of security protocols in place to access these technologies. The issues that were conveyed with security protocols included that they inhibit some of the functionality that is available in the tools, and it is difficult for the users to remember all of the different logins and passwords that are needed to access the various social media technologies.

The respondents stated that having to remember all of the different logins and passwords just to access the social media technologies was so difficult at times that they have had to stop accessing the conference and collaboration tools and send their documents or presentations through standard e-mail with a request to users in the conference to follow along on their own desktops. This was conveyed by multiple respondents, particularly when the employee is participating in a video conference and presentation from a client site. Participants cited multiple times that the security protocols in place would not only prevent them from accessing the

corporate intranet from a client's external network, but also made it difficult to run a conference using the tools they have access to when inside of the corporate network. All respondents agreed that they understood why the security protocols were put into place; however, working within the structure from external networks gave them difficulty.

The second concern brought forth by the study participants was in the area of service and application functionality that is available through the various enterprise social media technologies that is not fully used at the corporate level. This was either due to a corporate decision not to use the service or technology or a lack of adoption by employees. Cook (2017) asserted that adoption of these technologies generally happens at the user's own pace, which impacts the utility of the applications and its use within the organization. Adoption of this functionality can only be determined by the effectiveness the employees perceive the technology could provide.

The one feature mentioned by most of the respondents was the ability to see internal and external participants in a video conference. The technology is available through the Microsoft Teams application, but adoption of the video feature is lacking. Multiple respondents stated that when they see their team members' laptops in person, many of them have covered the camera to remove the ability for internal and external parties to see them while on a conference. When further questioned on their perception of the impact video conferencing would have on the company, some of the respondents stated that it would help to foster interpersonal relationships, specifically with clients. If the worker could not be face to face with the client, they could see them in their native environment through the video function of a meeting. Additionally, respondents noted that, because they are geographically distributed from their counterparts, a video chat or video conference could reinforce the team concept.

The other concern the study participants relayed during the face to face and focus group interviews was in the area of expectations. Multiple respondents declared that because leadership has provided these tools to streamline some of the functions of their roles, the expectations on their performance have grown. Leadership has communicated to the individuals that, because they have the tools to make them successful, more is expected of them. When furthered questioned on whether or not they felt they were indeed provided the tools to make them successful, the responses were mixed. Table 9 shows the perceptions on the company providing them the tools they need to be successful. This shows a distinct difference of opinion between leadership and the workers. Even with access to all of the different enterprise social media applications listed in Table 2, fewer than half of the workers believed they have been provided the tools they needed to be successful.

Table 9

Does your company provide you all the tools you need to be successful?

	Technology (<i>n</i> = 5)	Sales (<i>n</i> = 5)	Administration (<i>n</i> = 5)
Yes	3	1	2
No	1	3	2
Neutral	1	1	1

Note. Answers based on results of one-on-one interviews of all social media tools used in the workplace (*n* = 15). The number is in aggregate of tools used internally and externally.

When furthered questioned on technologies and tools, multiple respondents provided that there was too much technology and that there was not one definitive resource where all accurate and timely information is stored and accessible. This increases the time it takes them to perform tasks due to having to query multiple applications to get an answer. Additionally, respondents not only felt that there was a lack of one cohesive resource available, but there was no offering that would help guide and nurture new team members. Video tutorials, a monitored and

frequently updated collaboration library, and access to subject matter experts and information were all provided as materials that the respondents felt were missing.

Regardless of how the technologies affect the individual, one concept that was brought up during the focus group, and agreed by all members, was that the issues may not be based on the enterprise social media itself. The issue is due to the fact that society and the employees as a group have not determined the norms for enterprise social media technologies. There are established norms in other areas, such as how long an individual will wait on a conference call until others show up. It is determined by urgency of the situation, the number of individuals being waited on, and the need for the holder to interact on the specific topic. These norms are established, and although they fluctuate from situation to situation, they are widely accepted. Enterprise social media technologies are so new to the workplace that there are no established norms in place for various circumstances.

The respondents also suggested that because new platforms are being introduced to them so rapidly, there has been little time to establish norms in terms of what is expected of them. This leads the user to create different levels of interpretation based on experience and perception rather than what the platform does for the individual or group. Until norms are established either by the corporate organization or by society as a whole, the respondents felt that the technologies will still have some negative effect on their performance.

Discussion of the Results in Relation to the Literature

The problem with companies becoming more geographically distributed with an increasing number of employees working from home is that it increases employees' feelings of disconnectedness and disengagement. Employers have attempted to correct this issue through the use of enterprise social media (Cai et al., 2018; Carlson et al., 2016; Liu & Bakici, 2019; Wong,

Bosua, Kurnia, & Chang, 2015). With all the benefits that enterprise social media can provide, however, there has been little research performed on the effects of enterprise social media on the internal processes of an organization (Demircioglu, 2018; Hadud et al., 2016; Verduyn et al., 2017; Wong et al., 2105), yet organizations cite that one of the top uses of enterprise social media is employee engagement (Moorman. 2018).

Considering the lack of research on the use of enterprise social media as a tool for collaboration, communication, and employee connection, this study allowed the researcher to examine the perceptions of employees on the impact of enterprise social media in a global corporate organization with a geographically diverse workforce. The findings from this study could provide direction for corporate leadership to take advantage of the impact by the inclusion of enterprise social media into their technology stack (Kane, 2015; Liu & Bakici, 2019; Sharma & Bhatnagar, 2016).

According to Hallowell (2011), a geographically diverse workplace can leave employees with a sense of disconnectedness impacting their level of job satisfaction. Table 10 shows the breakout of the responses from the study participants when questioned about their connection to others on the same team. The members of the administrative team all work in a corporate office and have the ability to interact with their teammates face to face on a regular basis. The one dissenting response from the administrative team was based on team movement and the individual was in a corporate office, but not the same as the rest of the team. Both the respondents from the field sales organization and the technology group stated that the reason behind their answer was that enterprise social media provided them enough interaction with their teammates to alleviate feelings of disconnectedness. This feeling of disconnectedness impacts the interpersonal relationships of the respondents, which, according to Herzberg's motivation-

hygiene theory is a strong determinant of dissatisfaction (Alshmemri, Shahwan-Akl, & Maude, 2017; Herzberg, 1959, 1968).

Table 10

Do you Feel Disconnected From Your Teammates?

	Technology (<i>n</i> = 5)	Sales (<i>n</i> = 5)	Administration (<i>n</i> = 5)
Yes	3	4	1
No	2	1	4

When faced with isolation from other members of the organization, Hallowell (2011) contended that employees' disconnection and disengagement are two of the main causes of substandard work. The lack of communication, connection, and engagement with peers are contributing hygiene factors that, when corrected, can reduce job dissatisfaction (Alshmemri, Shahwan-Akl, & Maude, 2017; Herzberg, 1959; Herzberg, 1968). Herzberg's theory suggests that to improve productivity, employers must recognize and attend to both job satisfiers and job dissatisfiers and not assume that an increase in satisfaction will lead to decrease in job dissatisfaction (Alshmemri et al., 2017; Herzberg, 1968; Herzberg et al., 2010).

At the core of Herzberg's motivation-hygiene theory is that the difference between motivation and hygiene factors can be determined based on the factors being intrinsic or extrinsic components (Alshmemri et al., 2017). Herzberg (1968) defined job satisfaction factors or motivators as those that are intrinsic to the job, such as the potential for personal growth. One of the intrinsic motivating factors from this research was the ability of the employee to collaborate with other members of the organization to accomplish organizational goals. In enterprise social media, collaboration tools allow others to work with one another to solve specific problems in multiple methodologies (Cook, 2017). The respondents identified different aspects of how

enterprise social media enabled collaboration including document sharing, screen sharing, and posting articles for others to review and comment.

Herzberg also defined hygiene factors, or dissatisfiers, that are extrinsic to the job, such as interpersonal relationships (Alshmemri et al., 2017; Hanna et al., 2017; Herzberg, 1968; Herzberg et al., 2010). One of the extrinsic hygiene factors from this research was the ability of the employee to connect with other members of the organization to create, foster, or maintain an interpersonal relationship. This relationship included both internal members of the organization and external parties, including previous employees, vendors, clients, and prospects. According to Hallowell (2011), identifying the disconnection across the organization and implementing a method for employees to connect to one another should be a top priority, as this can alleviate job dissatisfaction and lead to increased productivity.

As relayed in Table 7, enterprise social media plays a major role in removing a job dissatisfier, as all of the respondents who worked outside of the corporate offices stated that the most widely used tool for connecting with coworkers was social media. Additionally, enterprise social media was one of the two main methods of connecting with external parties. Having the ability to connect within and outside of the organization provided the employees with a means to bridge the gap of geographic disparity. During the one-on-one interviews and focus group, the ability to maintain relationships by “checking in” was brought up often, and although a high number of employees felt disconnected from their teams, enterprise social media was brought up often as a tool to alleviate this disconnectedness. It was also proposed by multiple respondents that video would further alleviate feelings of disconnectedness.

Limitations

The limitations of this study include characteristics of the design that influenced the interpretation of the findings. By using three research methods, survey, one-on-one interviews, and a focus group, the expectation was that some of the limitations would be contained. The results of the interviews were expressed according to the responses provided by the participants with limited interpretation based on open-ended questioning. The completeness of the answers provided during the interviews determined how much information was provided for the results. A limitation of the study was forecasting the amount and depth of information provided by the study respondents and the quality of the information provided during the survey, interviews, and focus group. This limitation was lessened by the depth of information provided by the study participants. Most of the participants were accommodating and provided detailed information on their perceptions.

Although three distinct groups participated in the research, the study was limited because participants were recruited from one global corporate organization in the United States. The findings are specifically from a global multinational organization with a geographically distributed workforce, so transferability of the findings for an organization that does not have the same makeup may be difficult. Additionally, two of the three participant groups came from technology and field sales, and an organization where one or both of these teams are not geographically distributed may impact the researcher's findings.

Since there are multiple demographic variables used in the selection of study participants, transferability to other groups with differing demographic criteria was also a limitation of the study. The ethnic makeup of the team was homogenous. With little to no ethnic diversity within the organization, the transferability of the findings may be difficult for an organization with a

greater ethnic makeup. As displayed in Table 1, most of the study participants fall under the generational cohort of Generation X with two members considered on the upper end of Generation Y and three respondents considered Baby Boomers. This lack of generational disparity was due to the population of the employees in the specific areas and the lack of potential participants in the Millennial or Generation Z cohorts.

Another limitation of the study stemmed from the enterprise social media itself and what components of the technology were implemented in the organization. An organization with different enterprise social media enabled in their technology stack may produce different responses from study participants. Additionally, an organization with the same technologies and different components enabled may produce different results. The organization where the study participants are employed has put multiple safeguards in place due to security concerns. A limitation of the study would include those security protocols as a component that needs to be addressed in future research.

Implications of the Results for Practice, Policy, and Theory

Multiple studies have been conducted reviewing the paradigm of enterprise social media in the workplace, and there have been mixed results in the conclusions (Aichner & Jacob, 2015; Holland et al., 2016; Hanna et al., 2017). Due to the increase in enterprise social media functionality, many organizations are adopting these tools for use in the workplace (Moorman, 2018). Conflicting results from previous research has shown that excessive use of enterprise social media may lead to distraction or cyber-loafing (Holland et al., 2016), which has a negative effect on employees' performance in the workplace (Leftheriotis & Giannakos, 2014) and may negatively affect job satisfaction (Charoensukmongkol, 2014; Robertson & Kee, 2017). More positive results from previous research provided the insight that enterprise social media can also

have a positive effect on work–life balance, improve employee retention, and positively impact job satisfaction (Holland et al., 2016).

As a business leader, it is imperative that all results are reviewed to assist in determining if the inclusion of enterprise social media in the technology stack of my workplace will have a positive or negative impact on a geographically distributed team. Leaders need to be cautious of assuming that there will only be a positive effect on performance and must be aware of potential unintended outcomes. Although enterprise social media provide employees with a tool to communicate with more people, it could ultimately reduce the value of communication if they only communicate with others in the same group or the same role (Kane, 2015).

Implications for practice. At the corporate level, two challenges inhibit company-wide adoption of enterprise social media: the lack of cohesion between applications and the negative impact of the technology due to increased expectations. Lack of cohesion between applications included the ability for external parties to communicate with the participants through different enterprise social media applications. According to the study respondents, the enterprise social media was useful for connecting, communicating, and collaborating with other members of the same company. Members of the same organization can communicate with each other through multiple application functions including e-mail, instant messaging, conference calls, and video conferencing. As a means to connect with external parties, however, the respondents stated that the technology is severely lacking. The reason behind this is the number of different social media applications available and the lack of cohesion between the various applications. According to responses from the focus group, participants discussed how users would need to go from one application to another to allow external parties to communicate with team members. With the popularity of enterprise social media, multiple offerings have been made available as a

communications pathway; however, these different applications do not allow the user to interact with another. For example, Microsoft Teams does not interact with Zoom or GoToMeeting, prohibiting individuals from conferencing off of the different platforms.

If the user does not have the requested conference application installed, the application asks to load a temporary program to connect the users. The issue with loading a temporary program on a user's laptop is that, according to the respondents, internal security has taken away the rights to the hard drive, thus not allowing a temporary application to be installed. As the user is then stuck between following security protocols and getting all external members on the same application, the respondents stated they had to dial back the technology, send the presentation through e-mail, and call each other. This lack of cohesion increases employees' dissatisfaction with their working conditions. Until there is a cohesive method of communicating with internal and external parties, this function will continue to provide varying degrees of dissatisfaction to the user.

The second issue of concern brought up by the respondents was how enterprise social media negatively impacts their productivity. During the focus group, many of the respondents indicated that there are times when they are performing focused work and need to concentrate to perform at their best. This is when enterprise social media can increase employee dissatisfaction due to immediate interruptions. The instant messenger feature, although touted as positive functionality, has also been recognized as a point of distraction when others need an immediate answer and use the technology to achieve it. When the respondents were questioned on turning off the tool, they stated that it was viewed negatively by leadership as the user was portrayed as loafing or offline during working hours.

The negative productivity concerns are not just tied to instant messenger. According to some of the respondents, others use multiple methodologies to try and garner immediate attention. Text messaging, e-mails labelled urgent, and using enterprise social media to place a direct dial phone call to the individual were all touted as negatively impactful during focused work time. It was also reported that instant messaging can be overly invasive when people keep sending messages when they do not get the answer the first time. Without a standard set of protocols or a set of norms for application use, the individual either has to turn off the application or accept that a barrage of requests may happen as they work.

Implications for policy. At the corporate level, two policy challenges inhibit company-wide adoption of enterprise social media: security protocols interfering with functionality and the lack of a corporate set of norms for the technology use. The first of these policy issues inhibiting company-wide adoption of enterprise social media is the concern over security protocols. With the increase of security protocols levied on the workforce, all created to protect the assets of the company, the user is required to continue to input login and password information and update this information on a cadence specific to the application. Additionally, the password protocols are not standard across all platforms and the user is then made to create one for each application, each one of a different length and complexity. According to the respondents, some have had to create password folders or password files to maintain the collection of passwords needed to complete their job. Additionally, new technologies have been put in place where the user needs to be authenticated from their mobile device. With the addition of all of these security protocols, something that used to be done quickly now takes a much longer time, with more logins and passwords provided by the user.

The second policy issue that inhibits the company-wide adoption of enterprise social media is the lack of societal and internal norms for the use of the technologies. Respondents stated that when there is a conference call requested by a leader, the protocol is to wait 10 to 15 minutes if the individual is running late. When queried on the protocol for the acceptable amount of time a user can wait to answer an instant message, the responses were mixed. Some of the respondents stated that it depends on the individual making the request, while others broke the timeframes down based on internal or external communication. One thing was evident in the one-on-one interviews and focus groups; there is no documented or company-mandated standard for this or other components of enterprise social media usage.

Implications for theory. At the core of Herzberg's motivation-hygiene theory is that the difference between motivation and hygiene factors can be determined based on the factors being intrinsic or extrinsic components (Alshmemri et al., 2017). Herzberg (1968) defined job satisfaction factors or motivators as those that are intrinsic to the job, such as the potential for personal growth. Two of the intrinsic motivating factors from this research was the ability of the employee to collaborate with other members of the organization to accomplish organizational goals and the ability to use the tools to streamline their research. In enterprise social media, collaboration tools allow others to work with one another to solve specific problems in multiple methodologies (Cook, 2017). The respondents stated that using these tools increased their opportunities for personal and professional growth. By collaborating with others, sharing information, and having the ability to streamline their research, enterprise social media enabled them to become better employees.

Herzberg's motivation-hygiene theory also defined hygiene factors, or dissatisfiers, as those that are extrinsic to the job, such as interpersonal relationships (Alshmemri et al., 2017;

Hanna et al., 2017; Herzberg, 1968; Herzberg et al., 2010). One of the extrinsic hygiene factors from this research was the ability of the employee to connect with other members of the organization to create, foster, or maintain an interpersonal relationship. This relationship included both internal members of the organization and external parties, including previous employees, vendors, clients, and prospects. Although the respondents agreed that the enterprise social media was just the conduit to create these relationships, the technologies gave them the start they needed.

According to Hallowell (2011), identifying the disconnection across the organization and implementing a method for employees to connect to one another should be a top priority as this can alleviate job dissatisfaction and lead to increased productivity. As many of the respondents reported, enterprise social media gave them tools to connect with internal team members on a more personal basis. Instant messaging a coworker during a meeting and sharing a joke or information can foster and nurture an internal interpersonal relationship. Having the ability to connect within and outside of the organization through enterprise social media provided the employees with a means to bridge the gap of geographic disparity.

By dividing the various themes that were expressed during the interviews into motivators or hygiene factors, each can be tied to a specific component of Herzberg's motivation-hygiene theory. The ability to streamline research and collaborate with others are both motivators. The ability to communicate with internal and external parties, and to connect with others on a personal level are all hygiene factors influencing employees' dissatisfaction with their jobs and company. By increasing the ability of each of these themes, enterprise social media provides the tools to increase job satisfaction and decrease job dissatisfaction.

Recommendations for Further Research

The purpose of this study was to explore the perceptions of the impact enterprise social media has on employees as they strive to reach organizational objectives. As the workplace continues to become more geographically distributed and the number of employees working from home increasing, enterprise social media is a workplace tool that can help manage the challenges of employee communication, collaboration, and connection (Cook, 2017; Kane, 2015; Sharma & Bhatnagar, 2016). This research focused only on employees who use enterprise social media for work purposes. Although the company the study participants work for encourages employees to use social media, some employees do not use the technologies. Future research on the effectiveness of enterprise social media should focus on employees who do not use the technologies to better understand the reticence of adoption. Cook (2017) asserted that adoption of these technologies happens at the user's own pace which may impact the utility of the applications and its use within the organization. Adoption can only be determined by the effectiveness the users perceive the applications could provide (Cook, 2017).

Future research on enterprise social media could focus on the components of the technologies which provides a diversion from work related activities. Research has proven that excessive use of enterprise social media may lead to distraction or cyber-loafing (Holland et al., 2016). This has a negative effect on employees' performance in the workplace (Leftheriotis & Giannakos, 2014) and may negatively affect job satisfaction (Charoensukmongkol, 2014; Robertson & Kee, 2017).

According to Holland et al. (2016), enterprise social media can also have a positive effect on work-life balance, improve employee retention, and positively impact job satisfaction. Work-life balance refers to the ability of the individual to prioritize personal and professional activities

in study participants' lives and the level to which activities related to their jobs interfere with personal priorities. The responses regarding the effect that enterprise social media has on work-life balance were mixed. All of the study participants agreed that it had a positive effect due to the ability to streamline research, connect with others in a more expedient manner, and collaborate with internal and external parties to help reach organizational goals. The results were mixed based on feedback from the respondents regarding that since they could do more, more was expected of them. This was a job dissatisfier and further research should delve deeper into the work-life balance paradigm.

Because the study participants were ethnically homogenous, all American citizens, all living in the United States, due to the available population, future research should focus on how enterprise social media impacts different ethnic groups or nationalities. Using the same study methodology in a different culture may net differing results. Additionally, increasing the variability of age or level of education may have an effect on the findings. Lastly, with the amount of change in the enterprise social media space, additional research may net different results by reviewing different technologies with a similar makeup of respondents.

Conclusion

The results showed that enterprise social media has a positive impact on employees who are geographically distributed. The increase in ability to communicate with others inside and outside of the organization was a major factor in providing positive responses. Additionally, the ability to create, foster, and maintain interpersonal relationships in the workplace was a strong preventative to job dissatisfaction.

Remedying one of the causes of dissatisfaction was not enough to determine if the perceptions provided during the research showed the technologies had a positive impact on

performance. Additionally, it was necessary to look at motivating factors in determining effectiveness. When discussing personal growth with the study respondents, the decrease in the amount of time a user of the technology needs in order to do successful research was brought up as a positive motivator. Utilizing the enterprise social media to find more information in a shorter amount of time was referenced numerous times throughout the interviews as a determinant for job satisfaction. As well, the variation in the tools was looked at as positive and made the research the study respondents performed more enjoyable.

Although the overall perceptions were positive, there were some negative factors that need to be addressed for corporate leadership to take advantage of the impact by the inclusion of enterprise social media into their technology stack. The two main negative implications for practice are the lack of cohesion between applications and the negative impact of the technology due to increased expectations. As a leader with a geographically diverse workforce, it is important to ensure that all members of the team, regardless of geography, have the same applications and methods for communicating within and outside of the group. Second, it is important that expectations are properly set and detailed with the team to alleviate fear of work overload. Setting proper expectations, providing the employees with a strong sense of work-life balance, and communicating those expectations with the team members will help to motivate them to use the tools and to work towards accomplishing organizational goals.

The two main negative implications for policy inhibit employee adoption of enterprise social media and need to be rectified in order for adoption of the technologies. The first is to insure that corporate security protocols do not interfere with the functionality of the applications. Wherever possible, it is best to institute a single sign-on (SSO) access control methodology so that the user does not have to maintain a file of changing logins and passwords. As well, using a

two-factor authentication method could help to alleviate the issues with having to remember multiple passwords and allow the users to streamline access to the tools. Lastly, it is important that leadership devise a set of norms for the organization based on technology use. By communicating what the expectations are for enterprise social media use, the employees are made aware from the start, increasing the probability of adoption and subsequent use of the technology.

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Appendix A: Survey

Thank you for taking the time to complete this survey. I am a Concordia University–Portland doctoral candidate and this study is being conducted for research purposes. In this questionnaire, you will be asked some questions about your use of enterprise social media in the workplace, followed by some demographic questions. Your participation in this research is voluntary and you may end your participation at any time. You may choose not to answer specific questions as well. Your responses to this questionnaire will be confidential.

1. Please indicate which social media sites you currently use to interact with your professional colleagues (coworkers, management, customers, or vendors):
 - a. Facebook
 - b. LinkedIn
 - c. Twitter
 - d. Skype
 - e. Microsoft Teams
 - f. None
 - g. Other: _____

2. Please indicate if you would be interested in providing your perceptions of enterprise social media during a one-on-one interview. This interview would be either conducted in person or through the use of video conferencing.
 - a. Yes
 - b. No

Please complete the following information by checking the appropriate blank or filling in the blank as appropriate.

Information about you

1. Gender: _____ Male _____ Female _____ Prefer not to answer

2. Your current age range:

_____ < 25	_____ 25–34
_____ 35–44	_____ 45–54
_____ 55+	_____ Prefer not to answer

3. Highest education level attained:

- Doctorate Masters
 Bachelors Certificate
 High School Diploma Prefer not to answer

4. Job Function: Technology Sales Administration Other

5. Years at current **company**:

- < 5 5–9
 10–14 15–19
 20–24 25+
 Prefer not to answer

6. Years in current **position**:

- < 5 5–9
 10–14 15–19
 20–24 25+
 Prefer not to answer

7. Years in **professional employment**:

- <5 5–9
 10–14 15–19
 20–24 25+
 Prefer not to answer

8. Where do you work most often:

- Home Office
 Corporate Office
 Client Site
 Other

Appendix B: Consent

Research Study Title: “AN EXPLORATORY EXAMINATION OF ENTERPRISE SOCIAL MEDIA AND ITS IMPACT ON EMPLOYEES IN A GLOBAL CORPORATE ORGANIZATION”

Principal Investigator: Howard J. Poppel

Research Institution: Concordia University–Portland

Faculty Advisor: Dr. Brandy Kamm, Ph.D.

Purpose and what you will be doing:

The purpose of this study is to understand the impact enterprise social media has on your job performance. This study will focus specifically on how it impacts you in the workplace and not during your personal time. All results of this study will remain absolutely confidential. When this study is published, only pooled results will be documented. No costs will be incurred by either the company or the individual participants.

No one will be paid to be in the study. We will begin enrollment on October 1, 2019 and end enrollment on October 15, 2019. There will be a total of forty-five (45) people recruited to narrow the study participant group to fifteen (15) people for this study. The goal is to have five participants from the delivery organization, five from the solution architecture team, and five from field sales.

The study will comprise of three investigation procedures:

1. Face to face interview – this will be an open ended questioning session either performed in person or through the use of a video conference. It is important that we see each other throughout the interview.
2. Focus group – certain participants will be requested to participate in a focus group with other members of the company to acquire additional information in a larger setting
3. Survey – A written survey will be completed to provide insight into which (if any) enterprise social media applications are currently being actively utilized.

Participating in this study should take no more than 2–3 hours of your time.

Risks:

There are no risks to participating in this study other than providing your information. However, we will protect your information. Any personal information you provide will be coded so it cannot be linked to you. Any name or identifying information you give will be kept securely via electronic encryption on a flash drive locked in my home office.

When we or any of our investigators look at the data, none of the data will have your name or identifying information. We will only use a secret code to analyze the data. We will not identify you in any publication or report. Your information will be kept private at all times and then all study documents will be destroyed three years after we conclude this study.

Benefits:

There are no direct benefits for you as a participant. The main benefit of participating in the study is the introspection you will experience during the interview process which may help you to see how to better utilize the tools provided. Additionally, participants in the focus group will receive the added benefit of hearing others in different parts of the organization on how they utilize the same tools provided to them.

After the completion of the research and publication, the primary researcher can provide to you the findings from the research if requested.

Confidentiality:

For the purposes of this research study, your comments during the face to face interview and subsequent focus group will not be anonymous. Every effort will be made by the primary researcher to preserve your confidentiality including the following:

- Assigning code names/numbers for participants that will be used on all research notes and documents
- Keeping notes, interview transcriptions, and any other identifying participant information in the personal possession of the primary researcher.

Participant data will be kept confidential except in cases where the researcher is legally obligated to report specific incidents. These incidents include, but may not be limited to, incidents of abuse and suicide risk.

Regardless of the location, the one-on-one interviews will include audio and visual connectivity between the principal researcher and the study participant to ensure that there is no ambiguity of the questions or responses and to ensure that the respondent is the study participant. The only method of recording during these interviews and the focus groups will be through audio recording. At no time will there be any video recording. Recordings will be deleted immediately following transcription and member-checking. All other study-related materials will be kept securely for 3 years from the close of the study and will then be destroyed.

Right to Withdraw:

Your participation is greatly appreciated, but we acknowledge that the questions we are asking are personal in nature. You are free at any point to choose not to engage with or stop the study. You may skip any questions you do not wish to answer. This study is not required and there is no penalty for not participating. If at any time you experience a negative emotion from answering the questions, we will stop asking you questions.

Contact Information:

If you have questions at any time about this study, or you experience adverse effects as the result of participating in this study, you may contact the researcher whose contact information is provided on the first page. If you want to talk with a participant advocate other than the investigator, you can write or call the director of our institutional review board, Dr. OraLee Branch (email obranche@cu-portland.edu or call 503-493-6390).

Your Statement of Consent:

I have read the above information. I asked questions if I had them, and my questions were answered. I volunteer my consent for this study.

_____	_____
Participant Name	Date
_____	_____
Participant Signature	Date
_____	_____
Investigator Name	Date
_____	_____
Investigator Signature	Date

Investigator: Howard J. Poppel email: [redacted]
c/o: Professor Brandy Kamm, Ph.D.
Concordia University–Portland
2811 NE Holman Street
Portland, Oregon 97221



Appendix C: Participant Checklist

Doctoral Interviews

Groups	Interview completed?	Transcribed?	Interview Edited?	Member Checked?	Accepted?
Technology					
SA1	x	x	x	x	x
SA2	x	x	x	x	x
SA3	x	x	x	x	x
SA4					
SA5	x	x	x	x	x
Alternate	x	x	x	x	x
Sales					
FS1	x	x	x	x	x
FS2	x	x	x	x	x
FS3	x	x	x	x	x
FS4	x	x	x	x	x
FS5	x	x	x	x	x
Administration					
DC1	x	x	x	x	x
DC2	x	x	x	x	x
DC3	x	x	x	x	x
DC4	x	x	x	x	x
DC5	x	x	x	x	x

Appendix D: Interview Questions

The first component of the one-on-one interview will be an investigation of the respondent's technical ability and what enterprise social media they engage. This will include such questions as:

1. How do you use technology on a daily basis in the workplace?
2. How do you use enterprise social media on the job?
 - a. If you do not use it on a daily basis, how often do you engage in the use of enterprise social media?
 - b. What types of enterprise social media do you engage with?
3. What did you use before the enterprise social media was made available?
 - a. Did you use this technology at a previous employment?
4. Why do you or don't you use other forms of enterprise social media?

The second component of the one on one interview is specific to enterprise social media in the workplace and the respondent's perception of the efficacy of the platform(s).

1. Do you feel that Enterprise social media is an important tool to be successful at your job?
 - a. Why or why not?
2. How would enterprise social media in the workplace provide more information for you in the workplace?
3. Does enterprise social media have a positive or negative impact on how you collaborate with others in the workplace?
 - a. Why do you feel this way?

4. Does enterprise social media have a positive or negative impact on how you communicate with others in the workplace?
 - a. Why do you feel this way?
5. Does enterprise social media have an impact on interpersonal relationships with others in the workplace?
 - a. Why or why not?
6. How would connecting with other members of the social networks that you participate make the tools more useful?

This component of the one-on-one interview will be an investigation in the respondent's perception of the use of the enterprise social media software and their perceptions of how it impacts their job performance based on how the programs impact collaboration, communication, and connectedness with their teams. This section will include open ended questions including (but not limited to):

1. How do you feel about your job?
 - a. Why?
2. Do you feel that your company provides you the tools you need to make you successful?
3. How do you use the tools provided to you?
4. Do you use enterprise social media in the workplace?
 - a. How do you use it?
5. How does enterprise social media play a role in your collaboration with others on your team? With others in the organization?

6. How does enterprise social media play a role in your communication with others on your team? With others in the organization?
7. How does enterprise social media play a role in your connectedness with others on your team? With others in the organization?
8. Do you feel you would be more connected if you lived or worked closer to your team mates or others in the organization?

The information obtained in this section will be utilized to further question the relationship between enterprise social media and the perceptions of their job satisfaction.

1. Would you consider enterprise social media and web-based communications programs tools that make you more successful at your job? Why or why not?
2. Is there type of electronic social media that would help you enjoy your job more?
3. Have you ever found enterprise social media to be detrimental to you getting your work accomplished?
4. If you could choose any mechanism for communicating with your clients, what would you choose? Why?
5. If you could choose any mechanism for communicating with your peers and fellow associates, what would you choose? Why?

Appendix E: Statement of Original Work

The Concordia University Doctorate of Education Program is a collaborative community of scholar-practitioners, who seek to transform society by pursuing ethically-informed, rigorously- researched, inquiry-based projects that benefit professional, institutional, and local educational contexts. Each member of the community affirms throughout their program of study, adherence to the principles and standards outlined in the Concordia University Academic Integrity Policy. This policy states the following:

Statement of academic integrity.

As a member of the Concordia University community, I will neither engage in fraudulent or unauthorized behaviors in the presentation and completion of my work, nor will I provide unauthorized assistance to others.

Explanations:

What does “fraudulent” mean?

“Fraudulent” work is any material submitted for evaluation that is falsely or improperly presented as one’s own. This includes, but is not limited to texts, graphics and other multi-media files appropriated from any source, including another individual, that are intentionally presented as all or part of a candidate’s final work without full and complete documentation.

What is “unauthorized” assistance?

“Unauthorized assistance” refers to any support candidates solicit in the completion of their work, that has not been either explicitly specified as appropriate by the instructor, or any assistance that is understood in the class context as inappropriate. This can include, but is not limited to:

- Use of unauthorized notes or another’s work during an online test
- Use of unauthorized notes or personal assistance in an online exam setting
- Inappropriate collaboration in preparation and/or completion of a project
- Unauthorized solicitation of professional resources for the completion of the work.

Statement of Original Work (Continued)

I attest that:

1. I have read, understood, and complied with all aspects of the Concordia University–Portland Academic Integrity Policy during the development and writing of this dissertation.
2. Where information and/or materials from outside sources has been used in the production of this dissertation, all information and/or materials from outside sources has been properly referenced and all permissions required for use of the information and/or materials have been obtained, in accordance with research standards outlined in the *Publication Manual of The American Psychological Association*.

Howard J. Poppel

Digital Signature

Howard J. Poppel

Name (Typed)

April 3, 2020

Date