SOCIAL MEDIA AT WORKPLACE: OPPORTUNITIES & CHALLENGES

Naina Kaur[1] and Puneet Kaur Dhingra*[2]
Assistant Professor, Mata Sundri College for Women[1]
Research Scholar, Indian Institute of Foreign Trade[2]

Abstract

The advent of technology, internet has made it possible to interact with numerous people at just one click with the help of social network service platforms. Social communication channel is the new buzzword. E-corporate culture can be accounted for mammoth changes towards learning, perception, values and decision making among the employees, which facilitate better understanding of organization's culture infused with social media usage and its benefits and inhibitors. The new corporate culture is a reflection of the changes in the way people interact informally and formally via digitized modes. Understanding human behaviour and their communication forms in an organization is imperative for improving and framing an organization's work atmosphere. This article highlights how social media creates better workplace ambience, resulting in positive feelings among the employees and also underlines the fact that social media could be possibly leveraged upon for enhanced interaction between the managers and employees. In this paper, efforts have been made to conduct a primary survey among Delhi/NCR corporate level employees, pointing out the idiosyncrasies of organizational culture emanating due to presence of social interactive platforms as a medium of communication among employees.

Keywords: social media, organization culture, digitized modes, corporate employees

1. INTRODUCTION

Nowadays, social media networking has become an effective tool for communication, despite his/her occupation, social class or economic status, people can digitally represent their opinions in front of many anytime and anywhere. Social media in organization also plays an imperative role as it improves communication, promotes company brand recognition, recruiting talent, and delivery of better customer services, in turn building customer loyalty. Furthermore, social network bridges the cultural gap in the workplace, helping the employees to develop professionalism to work in a better updated environment, leading to massively reducing conflicts related to hierarchal roles, resulting in more efficiency and employees' satisfaction. Furthermore, corporate culture addresses equitability and strengthens working conditions. Nonetheless, social networking recognition allows team members to interact, which enhances team cohesiveness and helps to improve overall employee morale, leading to inflate productivity at workplace and reduce company's turnover as well as absenteeism. On the other hand, public networking can deteriorate focus of workers among assigned job and responsibility along with high security and privacy concerns, which can disturb the aura of work culture but simultaneously, to achieve upgraded level of performance in an organization, the cultural aspect of companies and their way in running business must be focussed upon (Bennett, 2010). In today's time, online communication can be considered as an indispensable evolution in moulding corporate culture as well as for conduction of business activities, where employees can interact all around the world. (Madia, 2011). This paper highlights areas where social media interaction is fructifying for the organization as well as the employees.

2. LITERATURE REVIEW

2.1 Social Media

Social interactive tools are prevailing in hierarchy of organization, having forceful impact on work culture. Online public media can be termed as communication tool, where people connect using online

platform i.e. facebook, twitter, linkedln, instagram and so on for personal as well as professional reasons (Cox & Rethman, 2011). Recruiters can easily reach out to the job seekers, giving them an edge to attract towards high profile employers. Mass networking sites play an essential role in constructing and framing the cultural aura inside the organization, which impacts the overall working of an organization (Drake, 2003). However, Increase usage of social media at workplace will definitely leave a positive impacts on organizational overall culture. In this increasingly globalized and innovative world, organization needs to be updated timely in order to remain focused and aligned with corporate objectives. In July 2009, a survey was conducted by Scansafe (Provider of Web security-as-a-service (SaaS) for organizations) on the companies that do not allow their employees to use social networking sites at their workplace, proved to be unproductive organization and showed low level of employee's engagement towards their jobs, so it is rightly said that social media has become strategic important for the companies, who want to motivate and engage employees within the work environment by reconsidering their policies and strategies to think carefully and logically on how these technologies can be blessing for the overall image of the organization. Online public media platforms have totally eradicated the hindrance erupting in communication among people due to geographical distance and differences in time zones (Hantula, Kock, D'Arcy, & DeRosa, 2011. Michael Haenlein (2010) define social media as "a group of internet- based applications that builds on the ideological and technological foundations of web 2.0, which allows the creation and exchange of user-generated content". In the past era, connecting with other business partners, exchanging of business cards as well as personal meetings were the only mode but now with the help of internet, this all can be done digitally. The ability along with integrity of social sites has made it easy to connect with numerous people, while using few of the well know platforms such as Twitter, LinkedIn, Facebook, and so on. (Bennett, 2010; Sherman, 2009). On the other hand, in a study conducted on 430 employees, LinkedIn and Facebook use is highest among 26 to 35 aged employees with 52% use LinkedIn, 49% use Facebook, 31% use Myspace, and 6% use Twitter (Skeels,2009) in context of reaching to young professionals in the workplace. A study conducted by Jobvite, a US based firm surveyed 600 human resource professionals as to know how online networking sites can be beneficiary towards recruiting process, out of which 73.3% agreed to use social media tools for hiring new talent and giving them the opportunity to keep in touch with the recruiters of the firm for the better enhanced option with people from the same fields, which cannot be otherwise possible to reach them. The most well-known used medium is LinkedIn (78%), Facebook (55%), Twitter (45%) and Blogs (19%) as per the above survey research.

2.2 Organizational Culture

The term organisational culture is commonly used in every workplace, which can be treated as teachings, convictions, presumptions, confidence, sentiments, standards that connect an organization's personnel with their roles in the organization. (Brown, 1995). In the publication 'In Search of Excellence', Peters and Waterman (1982) elaborated on the vital role of workplace environment and values in increasing employees' performance with their existing bandwidth. As per Wagner III and Hollenbeck, every organization culture base on its premise of few mainstream value sets, who's sharing easier adoption and concord with the office atmosphere. As per Schein culture is; "A pattern of mutual basic assumptions – invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration– that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems." (Schein, 1985). Organizational culture has three main functions: (1) It is a deeply rooted custom of social control; (2) it is termed as "social glue" , which links working professionals together in a work environment, arousing emotions where they feel like an integral part of the e-corporate culture; and (3) work atmosphere enables staff to relate more with the working conditions (McShane, 2000). Organizational cultures keep on switching and altering with the period of time as workplace replicates the industry facets like competitive environment and customer desires along with values norms, beliefs and behaviours of employees and leaders, which help to shape the organization (eg.Schein 1985; Ott 1985; Gordon 1991). Workplace culture regulates the modus operandi in which the organization governs the employees of organization, carving events not only inside but also outside the organization as well. (Martin 2006).

2.3 Elements of organizational culture

There are certain elements prevailing at the workplace (i) Discoverable elements-These elements can be visibly observed in every corporate culture. For instance, dress code, activities, setup, etc., and (ii) unapparent elements, these elements cannot be visually noticed by people within and outside the firm, like norms and values.

Some of them are:

- Purpose: understanding the sense of ethical behaviour and empathy.
- Ownership: defining the roles and responsibility and making them accountable towards their results
- Values: expectation from the employees towards organizational goals.
- Beliefs: making out the most suitable ways to achieve workplace goals i.e. increasing productive, satisfaction, motivation, performance of employees and so on
- Norms: accepted and desirable attitude towards roles.
- Effective communication: consistency and learning the personalities and communication animated of workforce.
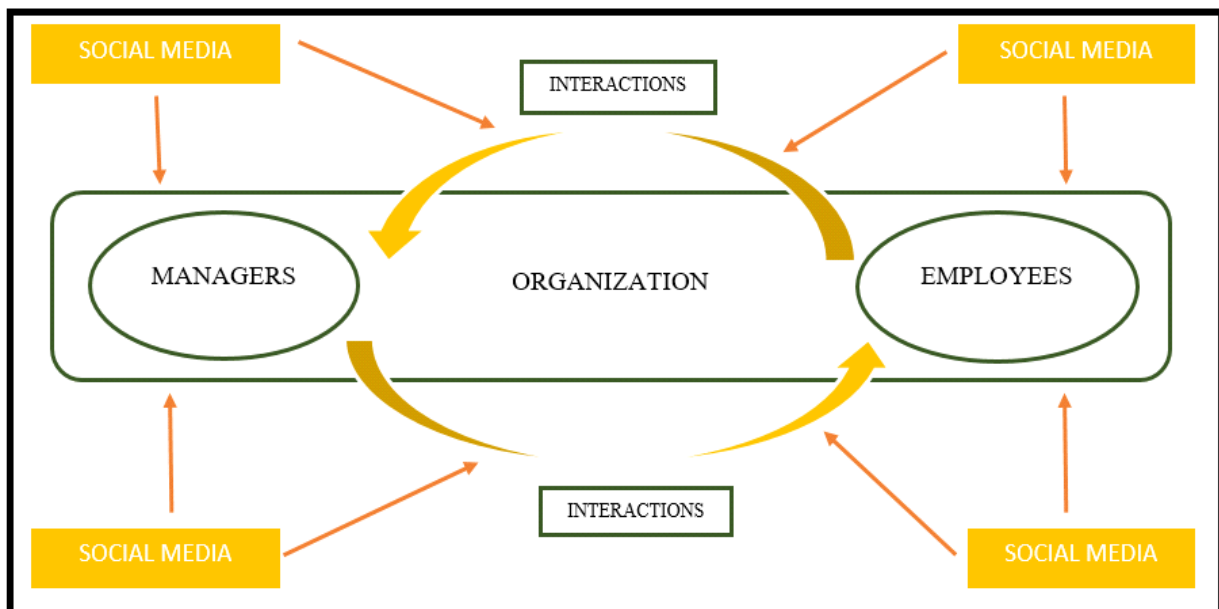
2.4 Theoretical Model

Figure 1: Theoretical Model on impact of social media on organization culture

3. GAPS, OBJECTIVE AND SCOPE

The new corporate culture is a reflection of the changes in the way people interact informally via digitized modes. Understanding human behaviour and their communication forms in an organization is imperative for improving and framing an organization's culture. New Delhi being the capital of India, has emerged as a significant corporate city for millions of youth. Working Delhi-ites spend maximum of their day time in the organization where they work, making their office an integral part of their lives. Social media interactions at workplace substantially affect their behaviour and in turn organization culture and efficiencies. This made it absolute necessary to probe deeper into the usage patterns and its effect on employee behaviour and workplace environment. Hence the basic aim of this paper is to scrutinize the impact of online media networking technology on work culture along with exploring the ill effects and benefits of social media at workplace. This will help to educate employees on safe social networking practices for advancing workforce efficiency and effectiveness.

4. METHODOLOGY

This paper focuses on how social networking sites have a dramatic impact on organizations in areas such as employee-management relationship, values, brand equity and reputation. The respondents are presently an employee of either commercial or NPOs. A customized survey collected reverts from 70 people employed in companies of Delhi/ NCR region via e-mail and extant social interactive tools. The digitized modes made it easier to collect reasonable number of working individuals who could respond to the questionnaire at ease in the limited time frame.

The survey is a consolidation of extant authenticated measures and few new ones. Our dependent variable i.e. usage of social interactive platforms for professional purpose, was measure using options YES or NO, so that it can be easily analysed by converting to a categorical variable, "YES =1" AND "NO=0". And the rest of independent variables were measured using modified 8-question validated statements from past studies, where we used Likert scale (5-point) where 5 denotes strongly agree and 1 denotes strongly disagree. Presence of social media aspects in organization culture were investigated by 22-question customized questionnaire for individuals working in a in Delhi/NCR region's organization, offering usage of social interactive platforms at their workplace. Analysis comprised of regression and correlation techniques through eviews V10 (statistical tool)

The following variables were used for data analysis (e-views 10):

Dependant variable: Usage of social interactive platforms for professional purpose (b)
[The dependent variable was converted into a categorical variable where in survey response "YES =1" and "NO=0"]

Independent variable:
- Social media tools are used by managers to communicate professional information and policies with personnel (a1)
- Leveraging social interactive platforms at workplace has resulted in regular and consistent communication of organizations' results and updates with workforce. (a2)
- Experiencing improved organizational performance & productivity as supporting values has been supplanted by seeding the use of social media at workplace. (a3)
- Work personnel feels more confident and surer about company's future due to inclusion of social interactive platforms as a part of their communication system. (a4)
- Managers dynamically seek personnel's' as well as clients' feedback via Social media platforms in order to enhance services provided. (a5)
- Management's revert towards solving workforce problems related to performance issues has become faster with social media's presence at workplace. (a6)
- It has become common among employees to encourage people within their family groups and network to seek working opportunities within the employee's own organization via social media tools. (a7)
- Positive changes have been experienced at your workplace due to inclusion of social media communication. (a8)

[These variables were tested on a 5-point Likert scale where 1=Strongly Disagree, 2= disagree, 3=Neutral, 4=Agree, 5=Strongly Agree]

5. RESULTS AND ANALYSIS

The survey produced only 53 valid and complete responses out of total 70 responses, 17 responses were eliminated due to incomplete records and some of them were not included as they did not meet the criteria of being a corporate employee.

Our surveyed sample had the following constituent characteristics:

- 48.2% male & 51.8% female

- 26.8% below 25 years, 69.6% 26 years to 35 years and 3.6% 36 years to 50 years.

- 91.1% were private sector employees, 5.4% are Public sector employees & rest 3.6% from other organizations in Delhi NCR.

- 50% with less than 1-year experience and 44.6% with 0-5 years, 5.4% with 6-10 years, none for 10 plus work experience.

- 51.8% of sample was at staff level, 26.8% were managers & rest 21.4% belonged to owners/executives' category

At first correlation was tested among the independent variable to reduce the scope of any multi-collinearity in the data. The following is the correlation matrix of all independent variable:

	B	A1	A2	A3	A4	A5	A6	A7	A8
B	1	0.09770924...	0.16499253...	0.26645944...	0.22942559...	0.06607545...	0.32625185...	0.15631128...	0.25617566...
A1	0.09770924...	1	0.78285995...	0.53840311...	0.33307911...	0.35411637...	0.52425213...	0.41925381...	0.31090692...
A2	0.16499253...	0.78285995...	1	0.64570507...	0.49885058...	0.26325211...	0.50949377...	0.40110308...	0.35477888...
A3	0.26645944...	0.53840311...	0.64570507...	1	0.68832328...	0.54728415...	0.35385097...	0.40723373...	0.55271992...
A4	0.22942559...	0.33307911...	0.49885058...	0.68832328...	1	0.49954710...	0.33018295...	0.44155228...	0.54484743...
A5	0.06607545...	0.35411637...	0.26325211...	0.54728415...	0.49954710...	1	0.45883431...	0.25576478...	0.39125263...
A6	0.32625185...	0.52425213...	0.50949377...	0.35385097...	0.33018295...	0.45883431...	1	0.39775336...	0.43403238...
A7	0.15631128...	0.41925381...	0.40110308...	0.40723373...	0.44155228...	0.25576478...	0.39775336...	1	0.44836727...
A8	0.25617566...	0.31090692...	0.35477888...	0.55271992...	0.54484743...	0.39125263...	0.43403238...	0.44836727...	1

Figure 2 : Result of multicolliearity check among chosen variables

In fig. 2 Correlation test results confirms the absence of significant multi-collinearity

As the correlation coefficient of none of variables is very high i.e. 0.8 or higher, it reduces the chances of presence of multi-collinearity in the data.

Now we regress our dependent variable (b) on our independent variable (a1, a2, a3, a4, a5, a6, a7, a8) and following are the results:

Dependent Variable: B
Method: Least Squares
Date: 02/13/20   Time: 00:26
Sample: 1 53
Included observations: 53

Variable	Coefficient	Std. Error	t-Statistic	Prob.
A1	-0.047930	0.093040	-0.515158	0.6090
A2	-0.079945	0.109086	-0.732861	0.4674
A3	0.186212	0.110675	1.682506	0.0994
A4	0.050178	0.099377	0.504924	0.6161
A5	-0.126033	0.072821	-1.730711	0.0904
A6	0.193384	0.076412	2.530810	0.0149
A7	-0.012057	0.081313	-0.148282	0.8828
A8	0.026444	0.094467	0.279934	0.7808

R-squared	0.216897	Mean dependent var	0.698113
Adjusted R-squared	0.095081	S.D. dependent var	0.463470
S.E. of regression	0.440886	Akaike info criterion	1.338196
Sum squared resid	8.747116	Schwarz criterion	1.635599
Log likelihood	-27.46219	Hannan-Quinn criter.	1.452563
Durbin-Watson stat	2.202647		

In fig. 3:

R^2 value is 0.216.

As regression coefficient is weak, this is indicative of a weak regression equation.

Also, out of 8, 1 independent variable were significant as their $p < 0.05$.

Figure 3 : Regression Result

As only one independent variable turned out to have a significant effect on use of social media at workplace (dependent variable), this raises questions on the choice of independent variable selection. A6 being the only significant variable, along with positive coefficient of correlation implies that social

media platform has turned out be a catalyst, accelerating the speed with which problems among employees and with managers are dealt with. As coefficients of A1 and A2 are negative, this implies that Delhi's corporate culture do not majorly depend on social media interactions for communication of business information, strategies and performances with employees by managers or owners. Neither feedback collection by management nor employee references for employment opportunities is actively taking place via present social media. However, the existence of social interactive platforms has positively impacted employees' perception about organizations future, also leading to increase in employee productivity and enhanced performance. In all Delhi-ites working population feels that social media brings positive changes in an organization culture.

6. CONTRIBUTION, LIMITATIONS AND FUTURE SCOPE

It may add to the learnings of corporate owners and practitioners of SME's that proper implementation and standardization of the social platforms can result in an opportunity for the workers as well as the management to have technology based well-connected organizational culture to work in. Currently, managers seek for a well-coordinated and congenial work atmosphere, which helps to stimulate organization performance in a positive culture for its employees. The implementation of social interactive platforms at the workplace would also result in digitising various HR practices of an organization, leading to enhanced performance efficiency.

This paper observed responses from few organizations in Delhi/NCR and results exhibited a prominent association of social media with organizational culture. However, in this research, the scope did not allow us to examine that which of the extant social media tools' relationship is strongest with corporate workplace culture. Upcoming research may look at different social networking sites to determine, which site has a strong relationship within an organization. Demographic relationships could also be studied in future researches, as the size of the sample selected for this paper was too small, due to a limited time restriction. For generalization of results, the sample size needs to be increased, which may expand the applicability of research study to other cities, as well as segregating outcomes for different industries/corporate sectors. It may be unwise to say that questions included in survey can be generalised for every organization, also as our results point out, the choice of the questions asked need to be deliberated upon, as many of our independent variable were proven insignificant. Also, very less focus has diverted towards attesting the prognostic legitimacy of the measures chosen, due to time limitation.

7. CONCLUSION

Nevertheless much remains to be looked upon, the this empirical study shows a strong perception that social media at work can boost worker's morale as well as the engagement, which is considered as backbone in framing the overall structure of organization leading to improvement in work performance, along with serving as powerful medium in solving employees' issues at a greater speed, thus resulting in employee satisfaction. As proven above, the outcome of this study even specified that in this dynamic and complex world, social media networking sites encourage team- work, personal development, and serve as a great tool for building a positive buzz about the company, but firstly organizations needs to accept and adopt this kind of technology in their workplace (including pros and cons) with all the possible tools for e.g. LinkedIn, Facebook, twitter and so on, ultimately leading to achievement of organizational goals effectively. The study also indicated that making rational relation between organization productivity and employee's expectation is still a challenging task in an organization and how to cope up with these twin objectives more research is required to be examined. This research explored that presence and increased usage of social media at the workplace enhances employee communication, creates confidence among themselves as well as peer groups, shares knowledge within and outside environment, builds trust, early detection of wrongful act, and facilitates positive changes and certainty about organization future, however it also highlights the fact that social media has still not emerged as a powerful medium of professional exchange of information between managers and employees. Thus, productive exploitation of social media as a formal communication channel in companies within Delhi/NCR periphery need to be deliberated upon for boosting future performance.

References

[1]   Barney, J. B. (1986). Organizational culture: can it be a source of sustained competitive advantage? Academy of management review, 11(3), 656-665.

[2]   Bennett, S., & Maton, K. (2010). Beyond the 'digital natives' debate: Towards a more nuanced understanding of students' technology experiences. Journal of computer assisted learning, 26(5), 321-331.

[3]   Denison, D. R., & Mishra, A. K. (1995). Toward a theory of organizational culture and effectiveness. *Organization science*, *6*(2), 204-223.

[4]   Derr, C. B., & Laurent, A. (1989). theoretical and cross-cultural perspective. *Handbook of career theory*, 454.

[5]   Jobvite. (2012). Jobvite social recruiting survey finds over 90% of employers will use social recruiting in 2012.

[6]   Kaplan, A. M., & Haenlein, M. (2010). Users of the world, unite! The challenges and opportunities of Social Media. Business horizons, 53(1), 59-68.

[7]   Madia, S. A. (2011). Best practices for using social media as a recruitment strategy. Strategic HR Review.

[8]   Martins, E. C., & Terblanche, F. (2003). Building organisational culture that stimulates creativity and innovation. European journal of innovation management.

[9]   Ogbonna, E. (1992). Managing organisational culture: fantasy or reality?. Human Resource Management Journal, 3(2), 42-54.

[10] Peters, T. J., Waterman, R. H., & Jones, I. (1982). In search of excellence: Lessons from America's best-run companies.

[11] Skeels, M. M., & Grudin, J. (2009, May). When social networks cross boundaries: a case study of workplace use of facebook and linkedin. In Proceedings of the ACM 2009 international conference on Supporting group work (pp. 95-104).

[12] Sun, S. (2008). Organizational culture and its themes. International Journal of Business and Management, 3(12), 137-141.

[13] Van Breda-Verduijn, H., & Heijboer, M. (2016). Learning culture, continuous learning, organizational learning anthropologist. Industrial and Commercial Training.

[14] Wagner III, J. A., & Hollenbeck, J. R. (2014). Organizational behavior: Securing competitive advantage. Routledge.

[15] Willcoxson, L., & Millett, B. (2000). The management of organisational culture. Australian Journal of Management and Organisational Behaviour, 3(2), 91-99.

[16] Wauters, R. (2011). Exclusive: Jobvite recruits $15 million in funding for social hiring application. Retrieved September, 20, 2015.