Social media is transforming the workplace. The proliferations of social media in enterprises have opened up new opportunities, but at the same time it has also raised new work and workplace related concerns and challenges, such as increased job stress, lack of clear personal and professional boundaries, role conflict, and information misuse. These challenges associated with the new ways of work, if unresolved, could adversely affect the organizations. This minitrack examines the nature and roles of social media in relation to work-related issues, including work/job design, workplace productivity, and workforce relationship. This research lies at the intersectionality of multitude of disciplines and addresses organizational, managerial, technical, and behavioral perspectives on enterprise social media.

This mini-track presents 10 papers by 28 scholars in 3 sessions on diverse aspects, ranging from challenges and impacts to strategic implications of social media in enterprises. We introduce the 10 papers briefly below.

In the beginning session of the minitrack, three papers investigate a variety of challenges arising in the implementation and deployment of social media in enterprises. The mixed methods case study by Hillol Bala, Anne Massey, John Rajanayakam, and Christine Hsieh shows that a large scale social media implementation in a Fortune 500 manufacturing company encounters several major barriers, including the lack of interest and use by employees, and lack of fit with existing organizational and individual processes. The theme of employee avoiding social media in the workplace is empirically investigated by Ricardo Buettner who analyzes employee behavioral attitudes and reveals that an employee’s privacy concern contributes significantly to the employee’s avoidance behavior. Studying the unclear boundary between professional and private use of enterprise social media, Juho Lindman and Niko Nykänen distinguish the two types of usage in the Facebook policies of 30 Finnish companies.

Four papers in the subsequent session employ different methodologies to examine the organizational impact of social media use. Using an experimental design, Robyn Brouer, Michael Stefanone, Rebecca Badawy, Michael Egnoto, and Stephanie Seitz investigate the impact of conflicting information between social media (e.g., LinkedIn) and corporate websites for organizational recruitment and attraction. They find that information consistency results in more positive image perceptions of organizations, ultimately leading to higher organizational attraction. From the perspective of job candidates, Terence Chun-Ho Cheung, Ron Chi-Wai Kwok, and Hokling Cheung present an empirical study to show that the gender difference exists on the perceptions of 3Ps (Portfolio, Presentation, and Presence) on job hunting with online CVs. New employees can benefit from an internal social media tool in their organizational socialization, as suggested by Ester Gonzalez, Dorothy Leidner, and Hope Koch in their interpretive case study of a financial services company. The study concludes that social media use helps the new hires to experience social acceptance, role clarity, self-efficacy, and knowledge of organizational culture. Using social network analysis, Ayoung Suh and Gee-Woo Bock suggest that the use of enterprise social media significantly influences the content and structure of individuals’ social networks, which lead to improved task performance in dispersed teams.

In the concluding session, researchers propose models on the long-term, strategic implications of enterprise social media. Babak Abedin and Hamed Jafarzadeh propose a critical success factor model of seven key factors for effective customer relationship management on Facebook. Taking a generic approach, Sylvia Geyer and Barbara Krumay develop a model to assess the social media maturity of an organization. Finally, from the perspective of work design and employee management, Terri Griffith, Emma Nordbäck, John Sawyer, and Ronald Rice bring us back to the basics of facilitating employee engagement in the digitalized workplaces. They find that feedback from the work itself and work-related knowledge play the strongest role in work engagement but work location becomes surprisingly of little importance.