Introduction to HICCS-53 Minitrack on Digital and Social Media in Enterprise

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1. Introduction

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

2. Scope

This minitrack focuses on the internal and external use of digital and social media by organizations to facilitate work processes (e.g., communication, collaboration, innovation and socialization) and to support business strategies, inclusive of business, non-profit organizations, and government agencies. Hence, research of this minitrack lies at the intersection of multiple disciplines, namely Science & Technology, Organization Science, Marketing, and Behavioral Science.

This minitrack presents both theoretical and empirical studies addressing organizational, managerial, technical, and behavioral perspectives on

digital and social media in enterprises. Potential issues and topics include, but are not limited to:

- Affordances and effects of digital and social media at the workplace
- Digitization of work and its impact on work process
- Digital platform and work or job design
- DSM use and electronic document management
- DSM use and employee productivity and work-life balance
- DSM use and information security
- IS departments' roles and responsibilities in supporting enterprise DSM
- Methodologies for studying enterprise DSM
- New theories to describe and explain the phenomenon of DSM use in the workplace
- Organizational management practices associated with DSM use
- Organizational policies on DSM use
- Organizational memory in the era of social and digital technologies
- The use of digital media & innovation
- The use of social media & fundraising or donations
- The use of social media & marketing and public perception management
- The use of social media & enterprise strategy

3. Summary of Articles

This mini-track presents two sessions including six papers in HICCS-53. We introduce them briefly below.

The first session includes three papers that share a focus on the individual and organizational impacts of enterprise social media. The *first* paper, “Control vs Content: A Systematic Review of the Social Media Research Literature” by Almazyad and Loiacono [1] applies the criteria of social media control (individual vs. enterprise) and context (business vs. non-

business) to categorize and review 60 relevant articles identified from eight top ranked IS journals. The literature review article identifies research gaps and offers future research directions, including the impacts of individual-controlled social media on companies' decision making.

The *second* paper by Högberg and Willermark [2], titled "Among Followers and Rebels: Professional Identity and Digitalization of Work," explores the relation between professional identity and digitalization in the workplace. Analyzing empirical data collected from 72 interviews in two different contexts (school and hotel), the authors captured the individual employees' view of the digitalization of professional identity as well as their actions in their professional role. This research offers a practice-rooted model for managers to identify, understand and evaluate the process of digitalization in their own organization.

The *third* paper focuses on the dynamic and evolving nature of enterprise collaboration platforms. Co-authored by Nitschke and Williams [3], the paper "Monitoring and Understanding Enterprise Collaboration Platform Outcomes and Benefits Change" presents the Monitoring Benefits Change (MoBeC) framework for capturing and monitoring such platforms' outcomes and benefits change. By using the framework in an empirical setting, the paper suggests that the complex and relational nature of specific outcomes makes it difficult for organizations develop visualized capabilities

The second session of the minitrack features three papers, which focus on publication relations, non-profit services and business values associated with social media platforms respectively. *First*, the implementation of the General Data Protection Regulation (GDPR) by the European Union (EU) on May 25, 2018, has generated active discussion by a variety of stakeholders. In their article titled "Who is Influencing the #GDPR Discussion on Twitter: Implications for Public Relations," Gruz, Abul-Fottouh, and Mashatan [4] analyze the discussions about this regulation on Twitter and examine public opinions and organizational public relations (PR) strategies. The results show that cybersecurity and IT-related firms and consultants were actively involved in the discussion, but not other stakeholders, including companies that store or process personal data, government and regulatory bodies, mainstream media, and academics—were found less involved.

Moreover, enterprise social media has offered new opportunities and possibilities for non-profit services. In the study titled "Organizational Generativity, Social Media and the Co-creation of Nonprofit Services: A Sociomateriality Perspective," Namisango, Kang, and Rehman [5] analyze social

media interactions of nonprofits by identifying social media affordances and symbolic expressions. Anchoring to the sociomaterialism perspective and applying the structural equation modeling, the study shows that social media afford organizational generativity for non-profit services and service co-creation, calling for organizations to build new capacities to explore opportunities and possibilities offered by social media. This paper is nominated as the best paper of the minitrack.

Finally, value creation is an important topic in enterprise social media (ESM) studies. To identify the mechanisms used to create business values in social systems such as ESM, Schmidt, Kirchner, and Razmerita [6] used a design science research to identify four types of emergent interactions—social production, co-creation, weak ties, and egalitarian decisions—in social information systems that create value. Titled "Understanding the Business Value of Social Information Systems – Towards a Research Agenda," the paper proposes a holistic framework for understanding business value and develops a research agenda to further explore the value creation mechanisms.

The presentations of the six papers cover a wide variety of topics—including ESM use, outcome, value and impacts—that are examined in a diverse context ranging from for-profit companies to non-profit services.

4. Reference

- [1] Almazyad, F. and E. T. Loiacono, "Control vs Content: A Systematic Review of the Social Media Research Literature," in *HICSS-53 Proceedings*, 2020, Maui, Hawaii.
- [2] Högberg, K. and S. Willermark, "Among Followers and Rebels: Professional Identity and Digitalization of Work," in *HICSS-53 Proceedings*, 2019, Maui, Hawaii.
- [3] Nitschke, C. S. and S. P. Williams. "Monitoring and Understanding Enterprise Collaboration Platform Outcomes and Benefits Change," in *HICSS-53 Proceedings*, 2019, Maui, Hawaii.
- [4] Gruz, A. D. Abul-Fottouh, and A. Mashatan. "Who is Influencing the #GDPR Discussion on Twitter: Implications for Public Relations," in *HICSS-53 Proceedings*, 2019, Maui, Hawaii.
- [5] Namisango, F., K. Kang, and J. Rehman. "Organizational Generativity Social Media and the Co-creation of Nonprofit Services: A Sociomateriality Perspective," in *HICSS-53 Proceedings*, 2019, Maui, Hawaii.
- [6] Schmidt, R., K. Kirchner, and L. Razmerita, "Understanding the Business Value of Social Information Systems – Towards a Research Agenda," in *HICSS-53 Proceedings*, 2019, Maui, Hawaii.