

The Implication of Internal Social Media on Employee Engagement in IT Companies

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Abstract. The Internal Social Media is a tool and an opportunity for organizations to examine the implications of social media and to upgrade employee engagement. The usage of internal social media applications enables employees to share the personal and professional information and better communication amongst themselves. Increase in the usage of internal social media in corporates degrades work in an organization. In this context, very little research has been conducted to explore the impact of social media tool on the working structure, supervision and work empowerment amongst the employees. This paper focuses on the relationship between internal social media usage and employee engagement in IT sector. The population of the study includes employees of IT sector, sample size of this study being 100 employees. This helps in creating a friendly atmosphere among employees to discuss their ideas, thereby exploring employee engagement. The results indicate that socialization tools enhance technologies, increase the effectiveness of organizational commitment and the level of efficiency in employee engagement. The usage of internal social media is also associated with the level of efficiency and innovation, entrepreneurship, communication, and acceptance of change in the organization.

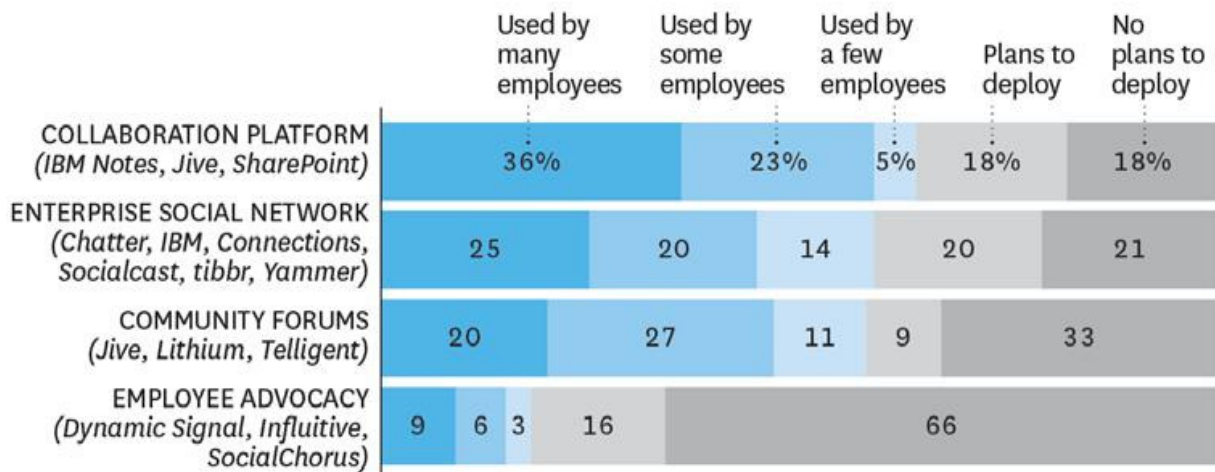
Keywords: Internal Social media, Effectiveness, Engagement, Efficiency, Efficacy, Communication, Innovation, Change, Personal relationship, Decision making.

1. Introduction

Social media platform has become a main partner in many companies (Martin 2013). He found that 50 % of large companies will be initiated by providing internal social media networks (Gartner 2013). Continue of this internal social media adoption, many organizations have idea that the productivity will increase towards expansion of products and services (Sawyer 2012). The application of internal social media tools is basically a challenge to managers and the organization. Gartner has explained that social media spreads information among co workers for better transformation of the company. As per expectations, by 2020 the tools enhancing internal social media will decrease the usage of Email, Telephone and other communication media. Internal social media will be an excellent tool for coworkers enhancing better team work, team strength and corporate culture.

To promote cross culture and functional relationships, co-workers are able to promote their ideas by learning and sharing. This platform has enabled an increase in productivity by making the organization accessible to all. In view of the research streaming from Innovation Technology, the overall potential improvement accompanies individuals and the competitive advantage of using internal social media by support, promotion, collaboration and organization knowledge base.

Internal social media model (IAM) finds that three major factors are most important to decide the most effective tool in any organization, which includes Quality of content (42%), participation and motivation (37%), reach and accessibility (21%). Buettner (2015) also noticed that employees used high perception on internal social media towards risk and privacy. Altimeter Group survey conducted among 55 companies revealed that employees are not widely using their corporate social networks (Altimeter Group, 2014). From this research, it indicates the employee’s confidence, employee’s connectivity and employer connection are highly engaged.



Corporate internal social network usages. (Source: Altimeter Group, 2014)

Social media has much significance on online community of many individuals. They are asked to engage for promoting more productivity on various organized facts. Internal social media are used to fulfill the goals across various departments. This study acknowledges the use of internal social media tool which relates to employee engagement. Policies of employee engagement are analyzed. This study reveals points like increasing productivity from past practices to recent update and also highlights possible reasons why few are not able to work with that. Descriptive statistics is used to address the first hypothetical question (H).

H₁: To understand the extent of use of internal social media in organization.

H₂: To analyze the various levels of internal social media usage which impact the employee engagement level

H₃: To analyze the impact of internal social media usage on a number of self-reported competencies

H₄: To suggest measures for developing active participation of employee engagement

This paper aims to find facts from few IT companies to relate employee engagement and internal social media. The purpose is to find and analyze facts on the hypothetical questions. It adopts research methodology and data collection tools including information from the conducted pilot study.

2. Employee engagement

In past 30 years, employee engagement is practiced in the workplace, resulting in the right conditions for all members of the organization to give their best each day, committed to the organization's goals and values. It contributes to organizational success, with an enhanced sense of every individual's well-being. Social media has gained importance on development of organizations towards social media in same time, corporate adopts the benefits for individuals and groups (Yates et al. 2010). According to Armano, Emerald publishing, social tools are conceived as employee influence on culture, economic conditions, and technologies conditions for better communication and less meeting.

Social media has become a medium of communication amongst many business professionals and many are using it to connect and collaborate with other employees of various divisions in their organization (Bulmer & DiMauro, 2009, p. 4). They predict their impact on performance on using the internal tool.

Steve Crescenzo (2009) believes that social media can also help enhance communication in organizations. In his article, Crescenzo (2009) describes a time when gathering information was not nearly as easy as it is now in the workforce. Social media, the Internet, and email has now made communicating easier as a person now longer has to wait for someone to return their call, or wait to actually get a chance to see a person that you needed information from (p. 10). Gray and Robertson (2005) define effective communication as "how well we all successfully connect

with and engage others every day, taking them on our personal journey of ideas” (2005, p.2). Bill Trahan (1995) believes an organization with effective communication is one that

- Engages employees in its business,
- Employs managers who exhibit strong leadership during times of organizational change,
- Educates employees about the organization’s culture and values,
- Gives employees information on the value of their compensation programs,
- Aligns employees’ behavior with the needs of customers,
- Integrates new employees into the organization, and
- Effectively explains and promotes new programs to employees (P. 1)

Behringer and Sassenberg (2015) studied the relation between importance of knowledge exchange, deficits in knowledge exchange, perceived usefulness of social media for knowledge exchange, as well as social media experience on the one hand and the intention to use knowledge exchange technology on the other hand. The results showed that the interplay between the importance and deficits concerning knowledge exchange, perceived usefulness of social media or knowledge exchange, and experience in social media use jointly affected the intention to apply social media for knowledge exchange after their implementation.

Swails (2002) explains the concept of organizational commitment and its measuring in former literature and emphasizes on benefits to a plethora of organizations. His research in former literature has organized OC concepts in four categories: 1) AOC or attitudinal OC, related with the compliance with the organizations goals and culture 2) Continuance OC which is connected with economic and social structures 3) Normative OC, based on fidelity and obligation feelings and 4) Behavioral which is conceived in relation to behavior that express bonds among employees and the organization (Swails, 2002, p. 159).

3. Conceptual Model

Social media commitment is an emotional attachment which gives strong identification of organization growth. It plays vital role to enhance the employees’ communication, innovation capabilities, collaboration, and retention. They keep looking for ways to improve performance at their work area. To ensure long term success in internal social media, companies need to teach,

make understanding and develop their skills on that. This will show specific impact on employee satisfaction and their productivity. Employees who enjoys the use of internal social media lead to improved engagement. There will be a corresponding improvement in areas such as: productivity, profitability, safety, customer satisfaction, turnover and absenteeism. Organizations can introduce transactional or relational contract with employees. Employee engagement psychologically drives job involvement, empowerment, commitment and positive relation between internal social media usage which may have implications for management and human resource practices within the company.

Internal social media usage, employee engagement and self-reported competence

Internal Social Media	Employee Engagement	Efficiency and innovation
<ul style="list-style-type: none"> •Social intranet •Innovation •Cloud Collaboration •Opportunities 	<ul style="list-style-type: none"> •Communication •Company practices •Quality of work •Organization Reputation •Compensation 	<ul style="list-style-type: none"> •Career development •Job designing •Emotional and Organizational Energy •Customer Satisfaction •Turnover intention.

H₀₁: There is no significant relationship between the usage of internal social media and the level of employee engagement based on the attitude of employees.

H₀₂: There is no significant relationship between the usage of internal social media and the level of Efficiency and innovation measured by the personal and professional.

H₀₃: There is no significant relationship between employees’ Efficiency and innovation and employees’ engagement levels.

4. Research Methods

To understand the relationship between internal social media usage and employee engagement, a descriptive research methodology approach was adopted. An online survey was designed, analyzed and a pilot study was done. The online questionnaire was sent to 100 employees in the IT industry of Hyderabad. Survey was used to gather data and was administered electronically using the Googleforms.com website. All questions were close-ended:

either multiple-choice, yes/no, or five-point Likert-type scale; the square brackets used below identify comments that were not a part of the survey.

A pilot study was conducted to ensure an employee who can understand the digital communication and also to find out the adaptability level, estimate the reliability and obtain some idea regarding the relevance of the survey questions based on the respondents' perceptions.

Construct validity

A Cronbach alpha was calculated for each of the three constructs and the overall questionnaire to obtain an estimate of the reliability.

Table 1. Reliability estimates for the key constructs

Construct	Number of Items	Cronbach's alpha coefficient
Efficiency and innovation	4	.709
Social Media Usage	4	.783
Employee Engagement	9	.889

Reliability test shows the variables are internally consistent. The Cronbach value ranged from 0.709 to 0.889 which is consistent. For this study it was ensured that construct dimensions are coherent and negative aspects are minimized. The selected variables are thoroughly analyzed with three constructs like Efficiency and innovation, Internal Social media, Employee Engagement. We measured the Cronbach coefficient which is average loading from 0.757. Since all loading extracted measured to good reliability and we can believe strongly with further analysis.

5. Factor Analysis of Internal Social Media Usage

Among 100 employees, nearly 62% reported that they used internal social media and 26% stated they did not have time to use it. 13 percent chose not to use it, 8% did not know how to use the tool. Overall, 83% of the surveyed employees knew about internal social media tool, while 17% either did not know how to use it.

Table 2: Factor loadings for items representing each construct

Questionnaire Items	Constructs		
	1	2	3
Efficiency and innovation Construct Items			
Entrepreneurial Engagement			0.725
Level of Authority competence			0.685
Association with communication			0.698
Employer strategy			0.784
Internal Social Media Usage Construct Items			
How often do I use Connect		0.785	
Number of apps/tools used		0.798	
Number of tasks addressed with these apps/tools		0.812	
Association on level of competence		0.768	
Employee Engagement Construct Items			
Fulfilling Expectation	0.701		
Nature of my job	0.693		
Connection between employee and employer	0.678		
Behavioral engagement	0.768		
Cognitive drivers	0.698		
Trust and integrity	0.754		
Stress free environment	0.738		
Leadership Engaging	0.797		
I am happy with my work	0.724		

We have analyzed that who use internal social media were asked how frequently they are able to work with level of social media competence, 32% reported using it daily; this represents 11% of the entire sample (likely or unlikely). Forty-nine percent reported that they don't have competence for using this advanced tool for work. 10 percent stated they used internal social media for getting better association which is highly relevant for their professional growth and 4% indicated they used it less. This represents 5% and 1% of the entire sample respectively. When employees were asked if they used internal social media to follow relevant information 91% answered "yes". However, when they were asked if Internal social media was mainly used to contribute (e.g., communication sharing, increase in productivity and experiencing the co

employees communication, transparency, improved brand image etc). In order to increase the usage of social media, among the 100 employees, 80% indicated that they used the tool to collect, combine and communicate information for better technology improvement. 56 percent used it to find the organization hierarchy and to provide ideas for generating decision support. 49 percent used it for organization encouragement to connect employees and continue for developing ideas. 19 percent of employees who use internal social media reported that they used it for focusing on corporate objectives and 20% used it for self-organized task assignment. 15 percent used the tool for other purposes.

As per the impact of internal social media tool, it is very important for all corporate to analyze the exact requirement for improving productivity. This tool helps us to design better services for better satisfaction of employees. Moreover it depends upon individual variables such as age, experience, gender, etc. Consequently the perception on social media tool will slowly increase in technology transfer.

6. Conclusion

From this research study, we conclude that organizations will motivate their employees to utilize Internal social media which helps to contribute, listen and share information; design and deliver an Internal social media training program for all employees; and examine divisions with low Internal social media usage to determine what barriers exist in those units. Today social media is very important in regular life and has a high impact on productivity and other issues. Corporate can give better promotions and motivation on usage of internal social media for effective productivity.

This research also has its own limitations due to age, education level and corporate policies due to which common statements cannot be made for most of the results. In majority of the corporates, the mantra “Say, Stay and Strive model” is used. Social media pertains to organize everything and avoids many problems. It is also to understand the barriers of using that method in adopting decisions. Modifying the biannual employee survey to include key items from the instrument used for this research would enable the company to track the performance of employees. Also it has initial promotion activities for the ongoing projects done in empowering, such as sharing exclusive content on social media and promoting success stories of novel uses of the social media, to ensure continued employee use of the platform.

Based on the findings, it is recommended to design or modify an internal social media platform by establishing the policies and procedures after giving training programs to ensure that the capabilities and operational procedures are known by all. Once the program is implemented, media usage could be tracked by each unit to determine how often and for how long a particular app is used by each employee. Some employees measure different constructs and are not a part of individual engagement. It can be highly influenced by practicing and fully implementing the internal social media platforms which promote innovation in productivity and performances.

7. Further Scope of the Study

Social media is an important tool for sharing overall communication which is highly reflects in corporate strategies. So many big corporate are not aware of these tools and they feel that they are going to face so many policies and procedures. This research paper will sure help us to give the possible benefits of digital technology. The benefits of the many individuals will come to know from this internal tool. Social media is not only to adopt to improve productivity and performance, but it is ensure the rights of individual ratings also. Companies should identify the uses of internal social media to explore a better business transaction which is highly supports for the use of organization structure. Internal social media impact on the future of business will strengthens of collaboration between business, customer, employees and vendors. Finally, this research is an initial stage for fulfilling the aim and practices will be more effective for employees and vendors for better learning in updated technology.

8. References

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