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"The relation between social media and organizational culture"

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I. Statement on Oath

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II. Acknowledgments

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III.   Introduction

Nowadays social media are developing and growing quite quickly and they already play a big role in the society. Therefore, it has become almost impossible to ignore their impact on different spheres of life. There are some studies on this topic, but not many of them focus on the impact of social media in the internal organizational context. It would be helpful for any organization to analyze the role of social media adaptation and use for improvement of the internal communication and reinforcement of the organizational culture. Therefore, this master thesis focuses on social media adaptation efficiency and strives to analyze different types of social media platforms in order to deliver a comprehensive view of the described problem domain.

1. Problem setting

One of the main aspects that have influenced the choice of the theme for my master thesis was the relevance of the problem for a modern organization. Undoubtedly, the usage of social media in modern organizations could be such a theme. Nowadays social media are influencing dramatically not only human private life, but also "a business or even an industry" (Andzulis, Panagopoulos, & Rapp, 2012, p. 306). The emergence and development of social media in our society has changed the "rules of the game" in almost all spheres of economy. In a global sense social media are changing the way individuals and organizations communicate with each other. The highly interactive platforms give us possibilities to share, discuss and co-create content on an absolutely new level - with higher quality, usability and frequency. The organizations striving for economic success can't ignore in their activity social media and the advantages which their adaptation and development in organization processes can bring. Social media offer a wide range of opportunities for modern organizations, which can be effectively used in almost all organization departments, especially in HR, R&D, marketing, sales and customer services. Furthermore, over the years social media may change the traditional structures and strategies of organizations.

The number of individuals who already registered in social media is enormous (2.80 billion global social media users in 2017) (Kemp, 2017). And it is clear that this tendency will persist in the near future. A study in the USA has shown that 56% of Internet users have an account in any sort of social media, but at the same time only 35% workers use such sort of communication technologies in their workplace (Chui et al., 2012). Another research also confirmed that only some organizations seriously consider the introduction of social media in order to support their working tasks (McAfee, 2009). Therefore, we have to deal with this new technology, which on the one hand is characterized by the tremendous popularity among people in terms of the use of social media for personal purposes, but on the other hand is not fully developed in order to be widespread and effectively used in other spheres of our daily life. That is why in my master thesis I would try to evaluate the usefulness of social media for modern organizations.

Each social media has its own specific form (social networking platforms, blogs, microblogs, knowledge and media sharing and etc.) and frequently focuses on certain aspect of communication. For example, for LinkedIn users such factors as reputation and identity are the most important

during communication. The variety of social media forms allows organizations to choose an optimal combination of social media tools which can improve corporate social performance capabilities. During my research I will try to consider the more suitable and popular social media platforms which are in demand as internal communication tools for modern organizations (Facebook, LinkedIn, Wikipedia, Twitter and Skype).

However, social media bring a lot of risks and it is necessary for an organization to be able to manage such risks in order to ensure success. Despite the fact that employees are using social media for a variety of business purposes, they also use them for the own personal uses as well. This situation presents a number of challenges to an organization, which is forced to introduce social media policy or to find new communication channels. Furthermore, despite the potential benefit which social media can provide to an organization (such as more transparent communication), many empirical studies showed contradictory results. Specifically, they reveal that some employees who use the social media in their workplace have doubts regarding the usefulness of such technologies (DiMicco et al., 2008; Gibbs, Rozaidi, & Eisenberg, 2013). It should be also noted that individuals perceive the technological frames and social construction in a very different way and thus it is provoking various reactions and behaviors (Pinch & Bijker, 1984). For this reason, the potential and expected communicative profits while introducing and using of social media in an organization may not be realized. Such factors as familiarity with a technology and positive experience of exposure are vital to further opinion. Moreover, the opinions regarding usefulness of social media in a workplace can be highly unexpected. For example, a recent research has shown that "younger individuals and those who had used social media heavily outside of work are largely skeptical" in contrast with older individuals and those who had used these technologies lightly (Treem et.al., 2015, p. 418). These individuals have a more positive view on potential usefulness of social media for organization activities, although it would be logical to expect the completely opposite result. As we can see, the social environment is extremely complex and couldn't be considered one-sidedly. Thus, for the purposes of my research it is necessary to examine not only the advantages which social media can bring, but also the disadvantages and possible consequences of implementation of such technologies within an organization.

In my master thesis I would like to focus on social media as a communication tool with an enormous potential for improving internal communication. Internal communication can be divided

into two main goals. The first is to be used to inform employees about internal organization policies and their direct tasks and the second is to communicate and build corporate culture. That is why in the context of my research it is important to include such an additional variable as corporate culture. Social media affect not only communication between employees, but also between the (top)managers of an organization and their employees. In particular, since it is the managers who make the decision about the implementation of social media into a day-to-day activities of the organization, it is necessary to consider these communication technologies also from their point of view.

In this work, the relevant theoretical frameworks regarding internal communication, organizational culture and social media will be considered. Then it will be necessary to find correlations between these theoretical findings in order to formulate appropriate research propositions.

2. Theoretical Perspective

The main goal of this master thesis is to determine and consider the relations between internal communication, organizational culture and social media within organization. Thus the theoretical base for this research includes three main areas: internal communication, organizational culture and social media.

It should be noted that social media represent a recent trend which is impossible to ignore in modern life. Since social media already reached almost all spheres of our life, they bring many new opportunities of development and communication which we had never before, but at the same time people have never been faced with such new issues and challenges.

It is obvious that the communication which takes place within organization can be significantly affected by the usage of social media. If the internal communication means "the strategic management of interactions and relationships between stakeholders at all levels within organizations", the adaptation of social media can offer different opportunities, which previously didn't even exist (Welch and Jackson, 2007, p. 184). Thus social media provide a new set of tools which can create a convenient way of doing business.

In its turn, organizational culture represents a complex term that include many different elements such as the number of artifacts, values, assumptions and rituals which exist in every company. It should be mentioned that all these elements play an important role for the organizations' business results. Due to the wide usage and quite subjective meaning of the organizational culture concept sometimes it may be difficult to observe and analyze the impact on it. Moreover, it is really difficult to change organizational culture, because it is challenging to transform the basic beliefs and values of an organization. Nevertheless, in this case it will be more interesting to find and observe the influence of such a global trend as social media on such a quite unchangeable concept as organizational culture.

Thus, Figure 1 illustrates the theoretical perspective of the further research:

Figure 1: Theoretical model (own design)

This master thesis therefore aims at providing a detailed theoretical consideration of the chosen areas in order to formulate possible relationships between them. Figure 1 demonstrates that all research areas are interdependent and the part where all areas intercross, as shown by the green triangle, is of the greatest interest for my research goals.

3. Internal communication

In the scientific literature there is a vast range of definitions, sometimes even contradictory, for the term internal communication. Many researchers define it as a foundation of any business (Asif & Sargeant, 2000, Quirke, 2000; Welch & Jackson, 2007). Some studies confirm that communication is of fundamental importance for most organizational actions (O'Reilly and Pondy 1979; Weick 1979). Frank and Brownell (1989, p.5-6) define internal communication as "the communications transactions between individuals and/or groups at various levels and in different areas of specialization that are intended to design and redesign organizations, to implement designs, and to coordinate day-to-day activities", this definition is well-known and was often cited in literature. However, in order to define internal communication, authors consider this term from different perspectives. For example, Bovee and Thill (2000, p.7) regard it as "the exchange of information and ideas within an organization". Cheney and Christensen (2001) describe it as "employee relations, statements of mission and organizational development" and identify three levels of internal communication: day-to-day management, project and strategic management. Scholes (1997) considers the term from a stakeholder point of view and formulates it as professional interaction between individuals which have a stake in a certain organization, while Cornelissen (2004) focuses direct on methods of internal communication realization within organization such as internal newsletter, intranet etc. At the same time, Dolphin (2005) examines this term in context of corporate communication function. Van Riel's (1995) approach stresses the importance of strategy, image and identity for any communication and furthermore defines three types of corporate communication: organizational communication, management and marketing.

The main condition of any communication is the existence of a sender and receiver during this process. Dov Te'eni (2001, p.265) distinguishes three main stages of a communication process: "the creation of a message by the sender, the transmission of the message between sender and receiver, and the receipt of the message by the receiver". The goal of communication is the stimulation of certain behavior situations in which the sender transmits such message to receiver which can change his further behavior (Miller, 1976). The main problem that may arise during this transmission is that what the sender initially wants to declare in a message and what the receiver hears can be two absolute different things. It should be noted that communication is supposed to be a building of mutual understanding and relationship between its participants. Here the

relationship plays an important role because it contributes to rise of commitment between the sender and the receiver (Dov Te'eni, 2001).

Some researchers, while considering internal communication, emphasize the difference between its formal and informal types. For example, Kalla (2005, p. 304), defines this concept as «the formal and informal communication taking place internally at all levels of an organization». For this reason, it is important to additionally consider this difference. Formal communication, according to Bovee (2009, p. 84), is "the flow of information that is dictated by the organization's official structure". It is obvious that in the first instance formal communication is a very important communication channel for the managers. The main types of formal communication are downward (information moves from management to employees), upward (information moves from employees to management) and horizontal (information is shared at the same hierarchical level). Formal communication can be characterized as: slow, deliberate, largely written, oriented toward things and management controlled. Informal communication is also called grapevine due to the telegraph line which produced distorted messages during the Civil War. Although the name grapevine doesn't have a direct connection to the modern internal communication, but this word has got accustomed to during the time and is therefore used frequently. Grapevine represents "any communication taking place outside of the prescribed formal channels" (Gibson, 1986, p. 240). It is possible to characterize informal internal communication as: rapid, spontaneous, largely oral, oriented toward people and controlled by employees. The presence of an active grapevine is a sign of a healthy working climate within the organization, and it also helps to recognize the interests, attitudes and, moreover, anxieties of the employees. Undoubtedly, this communication can be useful for managers who want to coordinate a long-term and smooth organizational activity. Both types of communication, despite their advantages and disadvantages, are very important for effective and efficient operation of any organization.

Undoubtedly, internal communication is a crucial and challenging area (FitzPatrick, 2004), which in the first place has a great effect on employees. Thus, it can help to engage and motivate them (Kress, 2005). It can be also used by an organization in order to share company goals and strategic vision with employees (Welch & Jackson, 2007). However, some researchers believe that internal communication can be used as propaganda in order to manipulate internal stakeholders (Moloney, 2000).

Such processes in our modern world as globalization and technological development lead to substantial changes of organizational activities, which are becoming more complex and diverse, and at the same time internal communication also has to change. In the early 90s it became obviously that internal communication is transforming into a more complicated, intensive and technological process (Huber, 1990). Thus, the improving of organizational communication seems always relevant (Carlson and Davis, 1998).

3.1. The goals of internal communication

In this chapter two different internal communication frameworks (Dov Te'eni, 2001 and Welch & Jackson, 2007) will be considered. It is necessary because each of these frameworks examines the process from different perspectives. Dov'Te'eni (2001, p.251) principally concentrates on the creation of an organizational communication model which may provide a «balance between relationship and action, between cognition and affect, and between message and medium». One of the main goals of this study is to consider the possible approaches for reduction of communication complexity through choice of more appropriate communication strategy. This research provides a unique guideline for internal communication process which examines it from a perspective of certain communication conditions. Here the decision making process regarding one or another communication strategy plays an important role. The second framework (Welch & Jackson, 2007) represents the multidimensional stakeholder approach for the internal communication process. It means that here the relationships between different types of organizational stakeholders have a high priority. Thus the authors consider different types of internal communication in accordance with the organizational hierarchy. Moreover, Welch & Jackson (2007) examine the process not only in terms of internal environment, but also from the point of micro and macro external environment. This means that this framework has a wider scope.

In order to have a better understanding of chosen frameworks it is necessary to hereby consider two different classifications of the internal communication goals which are provided in both studies. Owing to the examination of these goals it might be possible to evaluate how social media can contribute to achieving them.

Dov Te'eni (2001, p. 263) distinguish four main internal communication goals which are

principally considered from the sender's perspective. They are:

- instructing action – getting the receiver act according to the sender wishes;

- managing interdependent action – coordinating interdependent actors;

- managing relationship – fostering relationships between people at work;

- influencing – attempting to influence behavior and attitude.

In this framework all internal communication goals are susceptible to the certain sources of communication complexity (e.g. managing interdependent action – cognitive and dynamic; influencing – cognitive and affective).

Welch & Jackson (2007, p. 188) also points out four common internal communication goals:

- contributing to internal relationships characterized by employee commitment;

- promoting a positive sense of belonging in employees;

- developing employees' awareness of environmental change;

- developing employees' understanding of the need for the organization to evolve its aims in response to, or in anticipation of, the environmental change.

In this case the internal communication goals are mostly examined from the whole organization's perspective and are connected with the satisfaction of such employees' requirements that may be necessary for successful internal communication process. The authors emphasize that all these goals are interrelated and all relate "to an overall objective of engaging employees with their jobs and their organizations" (Welch & Jackson, 2007, p.190).

Both of these sets of internal communication goals may be useful in the context of this master thesis, and may be joined in one internal communication goals list. Thus, firstly, it is necessary to create an appropriate and comfortable communication environment for all organizational stakeholders (from the Welch & Jackson internal communication goals list) and afterwards to

concentrate on the more strategic internal communication goals from Dov Te'eni's study.

3.2. The organizational communication model by Dov Te'eni (2001)

This model represents a general framework for organizational communication. Moreover, the author of this model stresses the importance of the right technology usage for the effective organizational operation. Technology can both improve and facilitate communication, but at the same time lead to an unproductive communication (Sproull and Kiesler, 1992). The author emphasizes the necessity to consider in detail the organizational communication process in order to determine potential areas where information technology can be useful. It is vital to understand "the way people choose to behave" (Dov Te'eni, 2001, p. 298).

The model is developed from the perspective of a rational communicator who strives to achieve communication goals. This model has three main factors: inputs to the communication process, communication cognitive-affective process and communication impact. Such an aspect as sources of communication complexity (dynamic, cognitive and affective) also plays an important role in the model. Each source of communication complexity corresponds to a certain type of context: dynamic complexity to situational context (information about communicators); cognitive complexity to cognitive context ("communicators' intentions and hopes of the receiver's ability to understand") and affective complexity to emotional context (feeling about the counterpart) (Dov Te'eni, 2001, p. 294).

Each of these parts of complexity corresponds to different types of features: cognitive complexity, for example, can be described as a set of features which refer to the difficulty of understanding the information. It consists of several indicators, such as the intensity of information, the amount of positions and the difficulty of representation of the certain thoughts.

Dynamic complexity refers to the extent to which communication process is relying on time constraints: for example, how dynamic the conversation is or how often the communication process changes. It can describe how process is composed in terms of duration and schedule.

Affective complexity is a metric that is used to describe how communication process can be influenced by misunderstandings and problems, which are caused by emotional dimension. It refers to the relations between communication participants and it can be used to quantify the importance

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of the personal attitude.

High level of communication complexity can be a reason of the communication failures. For example, cognitive and dynamic complexity can become an obstacle for understanding shared knowledge or affective complexity which can prevent trust building. But at the same time low level of complexity also is not a good situation and can lead to a poor performance due to the lack of necessary attention from the employees' side (Rasmussen, 1986).

In the study it is assumed that certain communication strategies are defined for certain communication goals. Moreover, the author analyzes the potential profit of each strategy in coping with each source of communication complexity. For this reason, it is necessary to consider in more detail six communication strategies that are examined in the study:

Strategies	
Contextualization	Provision of explicit context in messages.
Affectivity	Provision of affective components (emotions, moods) in messages.
Control—testing and adjusting	Testing and adjusting communication according to feedback during the process.
Control—planning	Planning the pattern of communication and contingencies ahead of the process.
Perspective taking	Considering the receiver's view and attitude.
Attention focusing	Directing or manipulating the receiver's information processing.

Table 1: The strategies of the internal communication (Dov Te'eni, 2001, p. 263)

It should be noted that in this model the sender's choice of how to communicate plays a pivotal role due to the fact that only the sender may make a choice of a certain communication strategy. Dov Te'eni's research represents an attempt to clarify the choice of certain communication strategies, message form and medium. Moreover, it is important to analyze the impact of communication inputs on further communication process.

There are some basic principles of behavior, which can also help to understand certain choices. First of all, due to the fact that usually people tend to lower their effort and complexity of their

activity, it is most probable that they choose the least costly strategy among those which can succeed. Secondly people «tend to remain on higher than lower levels of abstraction» (Dov Te'eni, 2001, p.267), but during the rise of complexity they behave on the contrary and mostly turn their attention to lower level of abstraction. Third, people often rely on certain expectations (often cultural) that can prevent them from perceiving unfamiliar information effectively and quickly, due to the incompatible representations. It is necessary to take into consideration these principles of behavior, because they define priorities which people set during the choice of certain strategy.

The findings of the model are illustrated in the framework which provides «a more realistic and more informative view of communication» (Dov Te'eni, 2001, p. 290). Figure 2 illustrates the research framework:
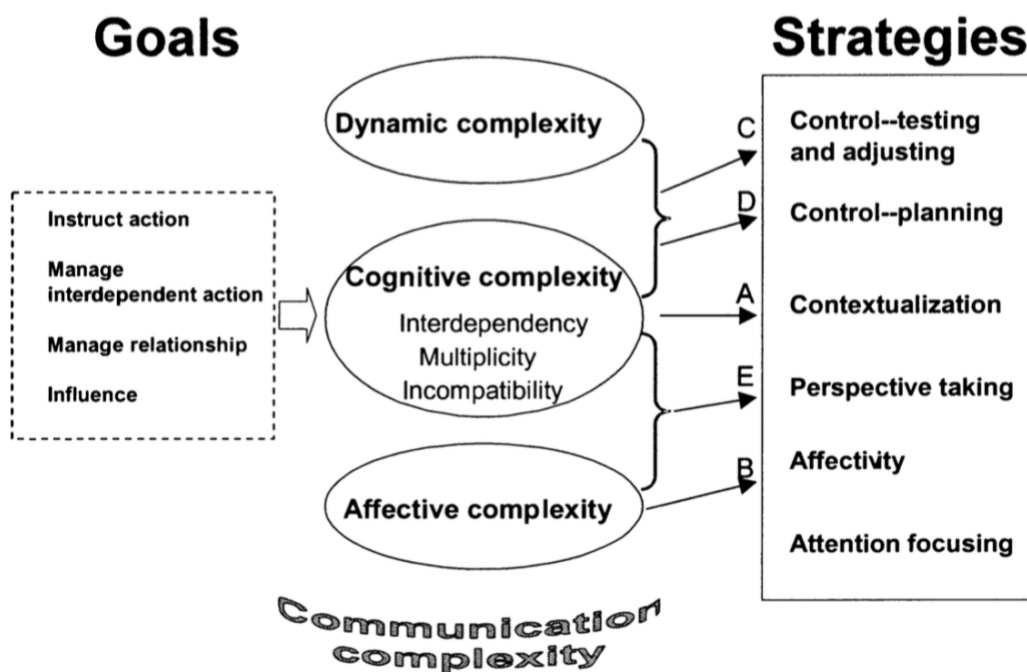

Figure 2: The complexity of communication goals affects strategy selection (Dov Te'eni, 2001, p. 271)

The Figure 2 shows the assumption that certain communication strategies are chosen for certain communication goals. Despite this fact it should be also considered that not only the goals are responsible for strategy definition, but also the sources of communication complexity should be

taken into account. Owing to this framework a set of hypotheses is provided, such as "contextualization selected for communication goals characterized by high cognitive complexity" or "affectivity is selected for communication goals characterized by high affective complexity", etc. (Dov Te'eni, 2001, p. 269-270).

Despite the fact that this research was conducted more than 15 years ago, the author already stressed the importance of communication technologies, which were becoming more and more available for the organizational activities (e.g. e-mail, voice mail or video conferencing). Further in this model the author concentrates on consideration of the media impact on communication strategies and inputs. He emphasizes that the choice of a certain type of medium and also message form for each communication activity within organization may substantially influence the effectiveness of organizational operation. The author affirms that the selection of a certain kind of medium and message form is supported by a certain communication strategy. Dov Te'eni distinguishes three main attributes of media: interactivity, channel capacity and adaptiveness. High level of interactivity promotes a higher level of control ("control by testing and adjusting" strategy) due to the regular feedback and vice versa: the lower level of interactivity decreases the sender's control over further decision making process. The author confirms that interactivity is a source of dynamic complexity because of its potential unpredictability. Regarding channel capacity, it is difficult to show a situation when the high channel capacity is useless. This aspect gives a possibility to identify appropriate strategies – there are the "contextualization" strategy and the "affectivity" strategy. "Contextualization" is suitable due to the cognitive complexity and multiple views. "Affectivity" deals with high affective complexity and emotions. Thus the high channel capacity is more effective for both strategies. Adaptiveness is a significant aspect for the strategies in which it is necessary to make it fit best to a specific receiver. Here the well supported strategy is the "perspective taking" because of the sender's urge to perceive a new point of view and to suit the message in accordance with it. There also exist combinations of media attributes which in their turn leads to the certain strategies (e.g. low channel capacity + high interactivity = increase control by planning). Moreover, the author emphasizes that there is a correlation not only between media and strategies, but also between strategies and messages and, moreover, between media and messages. It means that all these variables are interrelated.

Dov Te'eni provides the framework which describes software communication system and their

application areas. Figure 3 demonstrates this framework:
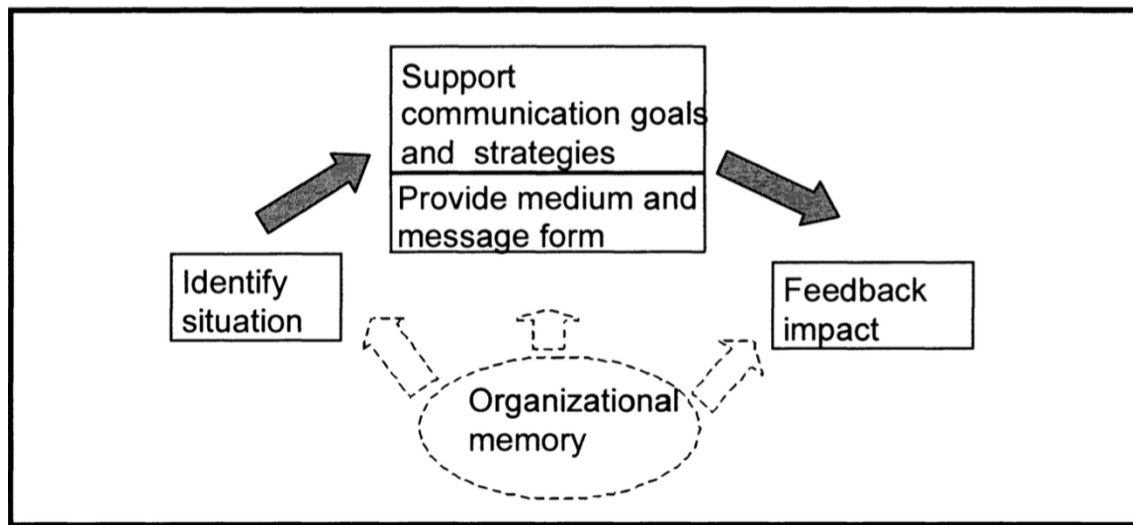
Figure 3: The functionality of computer supported communication systems (Dov Te'eni, 2001, p. 295)

As Figure 3 shows there are three main steps in this process:

- identification of the communication input (e.g. the distance between sender and receiver);
- formulation of communication goals and choice of certain communication strategy in accordance   with media and message features;
- provision of feedback.

In this framework such a variable as the organization memory means "a repository of the context of action" and is addressed to the three types of communication complexity (Dov Te'eni, 2001, p. 294). The input of the communication process consists of task, sender and receiver characteristics and also values and norms. The task is a starting point for goal development and in this study it is classified according to three dimensions: analyzability, variety and temporality. The physical, psychological and social distance between the sender and the receiver can change substantially the core of communication process. All such kinds of distance may become a huge obstacle on the way to an effective communication process due to the differences in perception, thinking, communicating and etc. Finally values and norms edict the certain communication patterns which are impossible to ignore, as they particularly influence the goal priorities and thus play an important

role in the choice of a certain communication strategy and media type.

Such global trends as globalization and information technology lead to changes in organizational communication – it becomes more complex and intensive. Thus Dov Te'eni provides a complex, multi-faceted study which may help to understand the goals, strategies, message forms and media in the context of organizational internal communication. This understanding is demonstrated with regard to different types of communication complexity. The adaptation of information technology and especially of social media may decrease the different sources of communication complexity and thus contribute to effective internal communication within organization. Dov Te'eni emphasizes that the effective implementation and use of such technologies for a certain organization require an appropriate IT design on the basis of a realistic model, which he tried to develop in this study.

3.3. The internal communication model by Welch & Jackson (2007)

The main purpose of the Welch & Jackson's research is the proposal and analysis of internal communication theory in order to make it possible to improve this communication in practice. As was mentioned before, Welch and Jackson represent internal communication from the stakeholder perspective. For this reason, it is necessary to identify these stakeholders. Freeman (1984, p. 46) developed the stakeholder approach and characterized stakeholders as "any group or individual who can affect or is affected by the achievement of the firm's objectives", but in this definition he doesn't distinguish internal and external stakeholders. Freeman in addition clarified that internal stakeholders represent an interlink which helps managers to reach internal stakeholders. According to Cheney and Christensen's ("organizational identity linkages between internal and external communication" (2001, p. 231)) level of internal communication, Welch and Jackson distinguish the following internal stakeholder groups: all employees, strategic management, day-to-day management, work teams and project teams. The authors joined together these stakeholder groups, organizational levels and participants and received several sets of interrelated dimensions of internal communication, which illustrated in the Table 2:

Dimension	Level	Direction	Participants	Content
1. Internal line management communication	Line managers/ supervisors	Predominantly two-way	Line managers-employees	Employees' roles Personal impact, e.g. appraisal discussions, team briefings
2. Internal team peer communication	Team colleagues	Two-way	Employee-employee	Team information, e.g. team task discussions
3. Internal project peer communication	Project group colleagues	Two-way	Employee-employee	Project information, e.g. project issues
4. Internal corporate communication	Strategic managers/top management	Predominantly one-way	Strategic managers-all employees	Organisational/corporate issues, e.g. goals, objectives, new developments, activities and achievements

Table 2: Internal communication matrix (Welch and Jackson, 2007, p. 185)

As this table demonstrates, the authors identify four general dimensions of the internal communication. The first one is internal line management that exists at every level in an organization and it is considered as a factor which in some cases can affect the employee's communication means and position in the organizational hierarchy. "Line management" level represents day-to-day organizational activities of the managers such as financial or human resource management (Van Riel, 1995). The internal team peer communication dimension supposes that the employees and managers communicate in a team in order to discuss the common tasks. It should be noted that this type of communication occurs at the same hierarchical level (e.g. employee-to-employee). Usually, communications inside the team is more personal, and therefore this dimension describes internal in-team communication. Mostly, team members communicate with each other on a daily basis and not only on certain occasions: this creates a more personal attitude. The internal project peer communication means that co-workers are involved in a certain project. Comparing to the team communication, this dimension is more formal and includes less personal involvement as different teams can participate in the same project. This creates a different working environment and therefore employees are using different communication means. In this situation the project is an interlink as well as the main target of their communication. Project work includes different members: managers and employees, which means that such communication represents as peer or employee-to-employee level.

In this research special attention is paid to the forth dimension – internal corporate communication. The authors stress the importance of this dimension, because it concentrates on the internal communication of all employees. It is obvious that employees' engagement is significant for each organization and managers' contribution to consistent and clear communication can help to create such engagement. In the internal corporate communication strategic managers and its internal stakeholders are involved, this communication is "designed to promote commitment to the organization, a sense of belonging to it, awareness of its changing environment and understanding of its evolving aims" (Welch and Jackson, 2007, p.186). Figure 4 illustrates the concept of internal corporate communication:
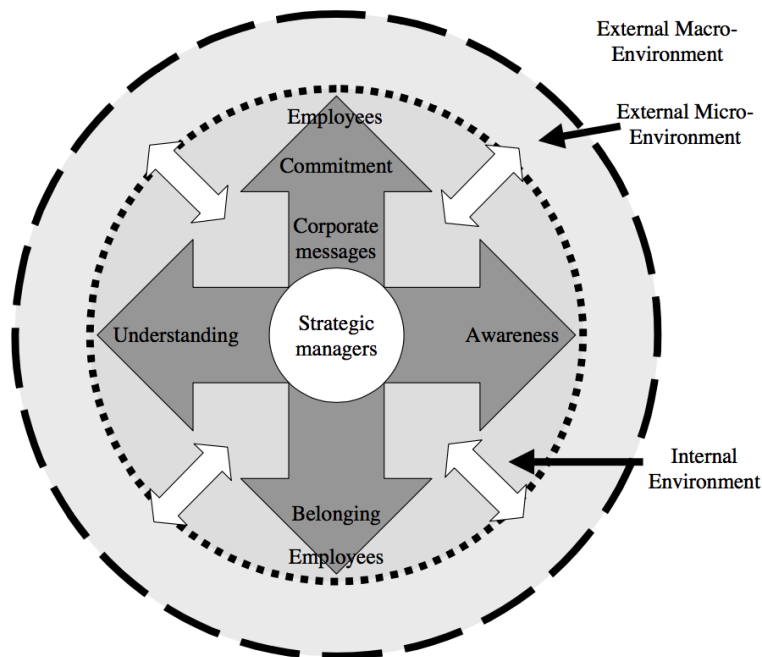
Figure 4: Internal corporate communication (Welch and Jackson, 2007, p. 186)

In this figure the messages from strategic management center are demonstrated by four arrows and their tips are used to show the internal communication goals. All the employees of the organization are showed as a dotted circle.

As was mentioned before, internal corporate communication assumes the communication of strategic managers with all employees. Despite this fact, the internal corporate communication

concept may come under criticism because the communication system in the company is designed in such a way that all the key decisions are delivered from top of the hierarchy to the bottom, in other words, the communication is one-way. Yet many studies confirm that symmetrical two-way communication is one of the guarantees for successful internal communication (Dozier et al., 1995; Grunig et al., 2002). On the other hand, Welch and Jackson assert that it is impossible to create such internal communication that is based principally on face-to-face dialogue. In a real life most organizations are unable to afford the internal communication by which strategic managers will meet and debate about organizational strategy and problems with all employees. The expectation is that it can be realistic in very small companies where such face-to-face communication appears more often. As Figure 4 demonstrates, one-way communication from strategic management for all employees is not only realistic but also inevitable for each organization. And exactly in this case arises the necessity of mediated communication (the usage of any kind of communication media), because here the "message consistency is important" (Welch and Jackson, 2007 p.187). Communication media can change the nature of one-way communication and provide the necessary feeling of symmetrical internal communication. Thus with the help of mediated communication, the organization has an opportunity to meet the employees' needs. Welch and Jackson consider controlled and uncontrolled mediated communication. The former type represents media whose format, content and channel of delivery are completely under control of organization (internal newspapers, newsletters, video presentation and etc.). On the other hand, uncontrolled mediated communication, which can include broadcast and print media, means communication which is intentionally filtered by the internal relationship management department, in this situation strategic management has less control over such media.

It should be noted that the internal communication of each organization appears in terms of dynamic organizational environment (Palmer and Hartley, 2002). Thus internal communication should be developed in such a way that employees are aware of not only internal, but also external changes and are able to react to them appropriately. In order to organize effective internal communication, it is necessary to understand that changes in each type of the environment (macro, micro or internal) require certain modifications in the organization. Figure 4 illustrates that in the research (Welch and Jackson, 2007) there are three different types of surrounding: external macro-environment (e.g. economic, political technological, social), external micro-environment (e.g. customers, suppliers, competitors) and internal environment. The extensive changes which are

associated with the external macro-environment influence all organizations in a certain field. In one's turn the changes in external micro-environment mainly affect certain organizations. The internal environment consists of organizational processes, structure, culture, behavior (e.g. leadership style) and also internal communication. All these variables are directly related to the organizational features and therefore all changes and their further regulations take place only within the organization.

3.4. Significant factors for both internal communication models (Dov Te'eni, 2001; Welch and Jackson, 2007)

This part is an attempt to combine and analyze the main factors which are substantial for both considered theories and may influence the effectiveness of the internal communication process.

The important goal of any relationship is building the trust, which, in the context of the internal communication, can be identified as the confidence that the receiver will meet commitments and will operate in a predicable and honest way (Anderson and West, 1998). Williamson (1975) shows that trust increases the likelihood of information process. Many authors confirm that the presence of trust in an internal communication process makes such communication much more effective (Dore, 1983; Williamson, 1975). Schein (1996) believes trust building to be an important component for both employee-employee and also manager-employee interactions, because it can help to reduce psychological distance between people. Thus Welch and Jackson (2007) affirm that trust is a crucial part for any communication process, because it creates a certain social climate and favorable conditions in which people are more likely to work and develop new ideas. Moreover, they confirm that the presence of trust in the internal communication process dictates the quality of such process. It should be also noted that good quality non-task communication stimulates developing trust among employees. Dov Te'eni (2001) also emphasizes that trust plays an important role in creation of successful internal communication process, but it is necessary to take into consideration that the affective complexity is a substantial obstacle for trust building within organization. Furthermore, due to the widespread adaptation of different tools of information technology for the internal communication, it may become more difficult to develop trust between colleagues who hardly ever meet each other during such virtual communication (Dov Te'eni, 2001).

The next necessary factor for successful internal communication is the presence of commitment between the sender and the receiver. To create such commitment it is necessary to build a relationship and mutual understanding between the members of the communication process. These two components (relationship and mutual understanding) are highly interrelated, hereby mutual understanding stimulates more productive relationship. In this case, the affective complexity may also hinder from the building of relationship and mutual understanding, due to their emotional nature (Dov Te'eni, 2001). In their turn, Welch and Jackson (2007) highlight commitment as an important internal communication goal. They define employee's commitment as "the type or degree of loyalty to the organization" (Welch and Jackson, 2007 p.188). The commitment concept may represent the employee identification with an organization. The commitment building can be positively influenced by quality task communication (line- management, team and project communication). Moreover, the authors add to the internal communication goals such a factor as the sense of belonging among employees which is interrelated with the commitment concept.

Feedback plays an important role for the effective internal communication. Many authors confirm that feedback should be clear, consistent and immediate, because it substantially speeds the communication and improves the understanding between its participants (Clark, 1992; Dennis et al., 1998). Owing to the regular feedback employees have the notion about the organization's long-term and intermediate goals and can clearly understand their role in the organizational operation. Feedback gives employees a possibility to analyze, evaluate and discuss their daily output in the organizational process in order to increase their useful contribution. Dov Te'eni (2001) shows that feedback is a crucial thing for an effective control over internal communication. Feedback is a good tool which may help organization to reduce dynamic and cognitive complexity. Moreover, Dov Te'eni emphasizes that the employees should receive the feedback not only in situations when something goes wrong, but also during their profitable and infallible activities.

The absence of attention to these internal communication factors can lead to a lack of effective communication. Furthermore, for the effective internal communication the organization should have an appropriate organizational structure, the strategy should be precisely planned, and also it is crucial to develop a high level of communicative competence among employees and ensure a comfortable organizational climate for all stakeholders. Besides, it is necessary to take into consideration the role of strategic management in creating and maintaining effective internal

communication. Specifically, senior managers should be able to use effective and constant communication tools in order to share their vision and set organizational goals (Varey and White, 2010, Tourish and Hargie, 2009). Moreover, organizational culture is important for the effective communication and has an interrelated relationship with it (Welch & Jackson, 2007). In its turn, the lack of effective communication is associated with a huge number of problems in organizational operation such as operation losses, production line injuries and even bankruptcies.

3.5. Effectiveness vs Efficiency of the internal communication

There are many aspects that can be chosen in order to evaluate the internal communication process, such as input, output or used communication tools. The internal communication is mainly evaluated in the context of its performance and efficiency, but some authors, including Dov Te'eni (2001), considers the success of the internal communication from the point of view of its effectiveness. It should be noted that effectiveness is determined in terms of both efficiency and performance. Despite their similar meaning, these categories are far from equivalent. The main idea of efficiency concept is an economy which in terms of internal communication is quite difficult to measure. Rogala (2013) offers to consider such aspects of internal communication as the economically justified use of tools, changes in work productivity and comparison of costs and benefits of communication process in order to evaluate its efficiency. The effectiveness of internal communication is represented by the achievement of the variously defined objectives and particular purposes. It is a factor of fundamental importance, as it is crucial for the success of operations activities and the business growth of the whole organization. For an effective communication it is necessary to bring together the sender's intention and the receiver's understanding in an optimal way (Rogala, 2014).

In this master thesis the internal communication effectiveness will be used in order to evaluate the internal communication dimension. The second dimension is the format which is used in the organization: digital or non-digital. Thus, for this master thesis a special framework was designed. Figure 5 demonstrates this framework:
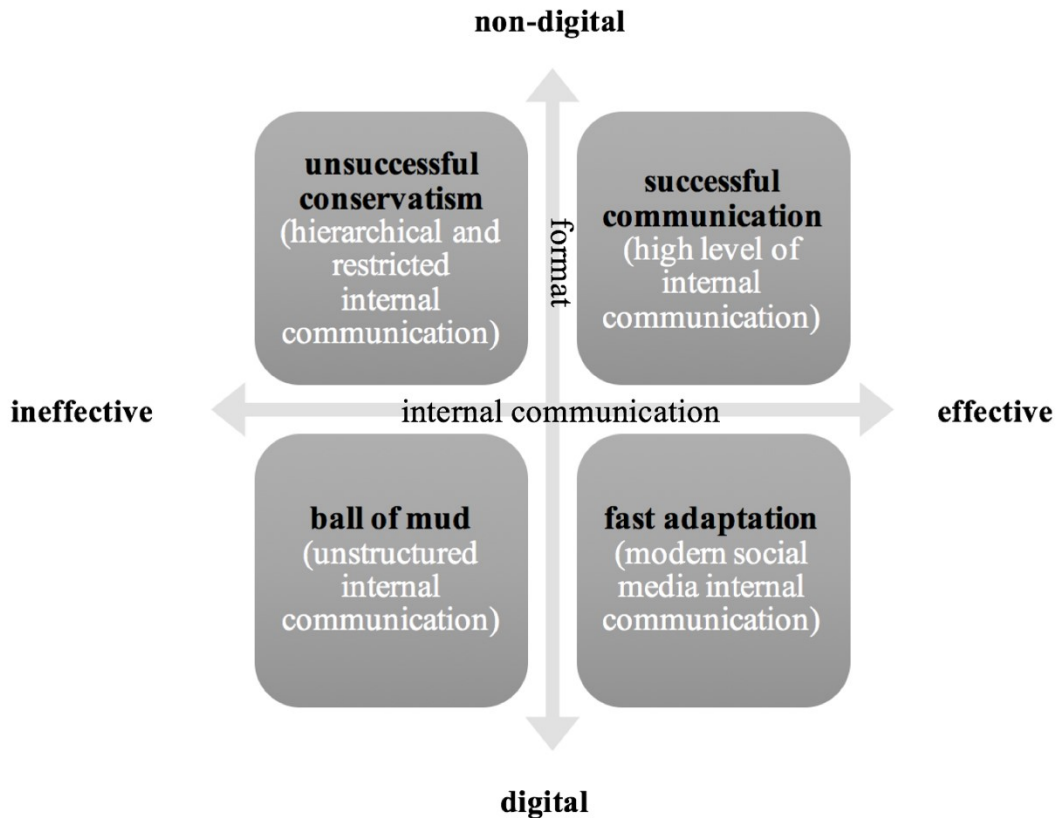
Figure 5: Internal communication framework (own design)

Figure 5 illustrates that the framework consists of two dimensions: internal communication effectiveness vs the presence of digital or non-digital communication. Based on these dimensions four types of internal communication were determined with respect to the usage of new information technologies. The first type is the "ball of mud" which shows that the internal communication lacks a perceivable structure. The second type is the "unsuccessful conservatism", an even less appropriate type which demonstrates ineffective internal communication without a strive for adaptation of information technology in order to improve the communication process. The next is the "successful communication" type which represents an effective internal communication with limited use of information technology. The last type is the "fast adaptation" which illustrates the effective internal communication with wide usage of modern social media.

4. Organizational culture

One of the main goals of this master thesis is to consider the relation between organizational culture and the usage of social media within organization. For this reason, it is important to define the term of organizational culture and find appropriate classification for it. In the scientific literature there is a great amount of different definitions and descriptions for culture in general and for organizational culture in particular.

In general, culture is a complex term which describes an acquisition of particular knowledge, customs beliefs, morals and habits of people as members of society (Symington, 1983). Many authors agree that organizational culture mostly represents the set of values, norms, beliefs, symbols and rituals which demonstrate what is really important for the members of a certain organization (Chatman, 2003; Daft, 2004). Some researchers describe it as the implicit, unwritten rules or in other words the rules of the game which are spread along the whole organization (Van Maanen, 1976; Ritti and Funkhouser, 1987).

Hofstede (1983) believes that it is necessary to consider culture in terms of group, in this case culture is the category which distinguishes members of one group from those of another one. Schein (1997), the researcher who created the concept of organizational culture which is broadly used in scientific literature, also connects the formation of a certain culture with collective programming. According to him, organizational culture represents the conclusions at which a group comes during its learning. It means that in order to survive each group solves many "problems of external adaptation and internal integration" by developing, sharing, considering different assumptions, and, as a result, it forms a particular type of behavior for existing and future members (Schein, 1980, p.111). Furthermore, Schein designed the classification of organizational culture by levels which include: "observable artifacts, values, and basic underlying assumptions" (Schein 1984, p.4). This classification is really important, because it provides an understanding of the heterogeneous nature of the concept (Schein 1984):
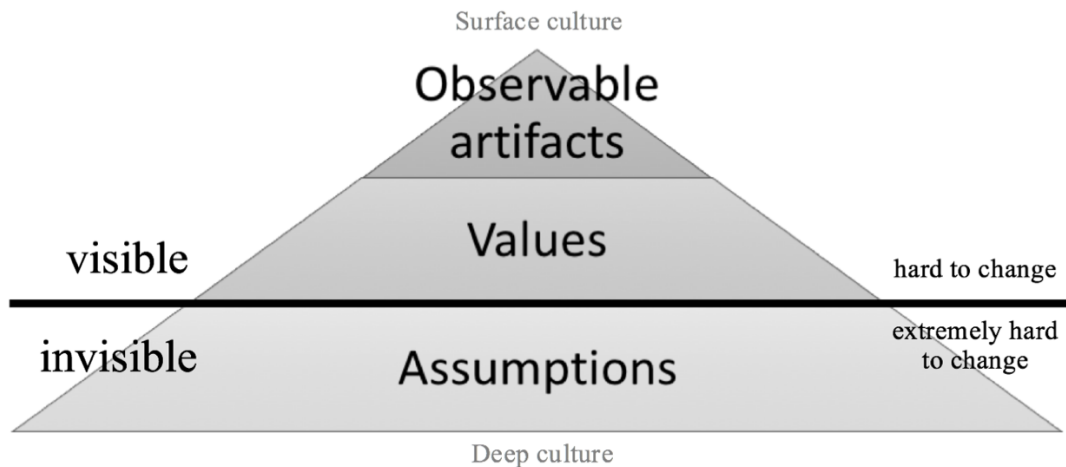
Figure 6: Classification of organization culture by levels according to Schein (1984) (own illustration)

According to the Schein classification, the artifacts represent the observable elements of a culture, such as ways of behaving and speaking, dress code, gestures, etc. It means that members of an organization can easily learn, examine, perceive or imitate such artifacts in order to meet the company requirements. But the problem is that this imitation doesn't give the real understanding of the deep meaning of organizational culture. In their turn, values include the things which are forbidden, allowed or desirable in a certain culture. Thus, the values adopted in an organization are frequently influenced by its management. The next category of Schein's classification are assumptions, which demonstrate the deepest level of organizational culture. Assumptions are mostly unquestionable and invisible for the members of the culture. But exactly at this level a significant part of the organizational culture, or in the other words its main body, is formed. It means that assumptions largely represent the things which are really essential and fundamental for the specific culture. The deeper is the level, the more difficult it is not only to observe, but also to change it.

A strong culture is very important for an organization, because it spreads a well-defined view: it becomes obvious for the employees how their work should be done or how members of a group should cooperate, etc. Moreover, such culture gives a sense of cohesiveness: the employees identify themselves as a part of a significant group. Strong culture can be also used as a coordination and

control tool in an organization. It can help to determine and coordinate employees' actions in order to improve the achievement of particular goals. Furthermore, organizational culture can really motivate employees to do their job better and to reach their professional aims in a more efficient way, because it can appeal to their own values and higher ideals.

It should be also noted that a substantial interdependence can be observed between the two phenomena. Not only does the organizational culture strongly influence the employees' behavior, but at the same time this behavior can be the reason of some changes in the organizational culture.

Figure 7: Interdependence between the organizational culture and the employees' behavior (own design)

As has been pointed out, the organizational culture plays a significant role for each company. Thus it is important to treat seriously the process of creating and maintaining a strong culture within an organization. First of all, organizations should place special emphasis on their recruitment and selection procedures. During the recruiting process, the candidates are considered not only in terms of their professional skills, but also from the point of how appropriate is their personal culture. In order to familiarize the employees with the company values it is necessary to create an effective socialization process. With its help the employees can learn essential culture knowledge which is expected of them in a certain workplace. Furthermore, clear and consistent communication within the company contributes to the culture development. Leadership is often crucial for shaping organizational culture, as leader authority can set the tone of respecting culture for a whole organization. Reward systems, both informal and formal, also matter for maintaining a strong organizational culture.

On the other hand, it is important to mention that organizations with strong culture are usually more inflexible. The employers often choose historically proven options instead of trying new methods and experiments. Thus level of creativity in such companies is usually lower and there is a less room for changes. Therefore, such organizations may tend to be more inefficient in a dynamic environment, where exists the necessity to adopt faster and react to the external changes accordingly.

4.1. The cultural models

For this master thesis, it is necessary to find and analyze an appropriate classification for different types of organizational culture. For these reasons, in this chapter three well-known and relevant cultural models will be analyzed: Deal and Kennady (2000); Handy and Harrison (1976; 1972) and Weissmann (2004). It should be noted that there is no such thing as the best culture, the most adequate results can be achieved by aligning the culture with the current situation. (Deal and Kennady, 2000; Handy and Harrison 1976; 1972).

4.1.1. The culture model of Deal and Kennedy

The main feature of the culture model by Deal and Kennedy (2000) is a concentration on the characteristics of the environment. Thus this model includes two dimensions: risk and feedback. The risk dimension demonstrates the level of environmental risk which an organization has to accept. At the same time the feedback dimension describes the speed of feedback within the organization which greatly influences the decision making process. The combinations of these dimensions form specific cultural types, as illustrated by the framework in table 3:

Feedback/Risk	low	high
quick	work hard / play hard culture	tough-guy/ macho culture
slow	process culture	bet your company culture

Table 3: The culture model of Deal and Kennedy (own illustration)

The "work hard / play hard" culture is formed by fast feedback and low risk. Its main features are very clear in the sales world: managers should be active to sell, success is put in the first place, companies are eager to find new necessities of the customers to fulfill. Companies spend years in order to earn their reputation and try very carefully to maintain it. This culture type is also considered to be oriented towards short-term problem solving, which in some cases may be disadvantageous for more long-term strategic planning. The classic examples of organizations that use this type of culture are computer firms, auto distributors, retail stores and mass consumer sales (Gibson, 1991).

The second type of culture, to which researchers refer as "macho culture", is also known as all-or-nothing culture. The core features of such type of culture include very fast decision making process and instant feedback, so that the managers can successfully react to the current situation. Such culture type can produce very good results, but at the cost of high risks. Internal environment in such types of companies is often very aggressive, because each manager should defend and push their own decisions. In such culture individuals matter the most, so it is not very well developed from the internal corporate culture point of view. Very high risks coexist with the possibility to receive very good results – that is at the same time the main pro and con of such culture. Gibson confirms that such industries as constriction, TV, radio, consulting use namely this type of culture.

The third type of culture is called "bet your company culture", which values the right decisions and well developed decision process. This type of culture is characterized by high level of risk with very slow decision making process and feedback. The time horizon in planning in such organizations is usually up to twenty years, so the managers need very precise tools to make long-term decisions of high quality. In this type of culture, the internal environment is very well developed – as it is oriented towards long-term decisions, they should be discussed in every detail and be solid. The capital goods manufactures, architectural firms, mining firms, military and also aerospace organizations need this type of culture.

The fourth and last type of culture is the "process culture", i.e. it is oriented on the process itself. In such type of culture, the results are on the second place: the processes are slow and the risk level is also low. The process by itself has a great value, so it is important how it is executed and what argumentation is behind it. This type of culture is highly bureaucratic, each step should be justified

and approved. This leads to a very high level of subordination and hierarchical structure. The drawbacks of such culture include the low level of adaptation to the external changes and slow pace of such adaptations: as all the processes should be perfectly executed it is not possible to take fast decisions in the tough situations. Typical kinds of organizations that use this culture are banks, insurance companies, financial-service organization, etc. (Gibson, 1991)

4.1.2. Handy and Harrison's Culture Types

While Deal and Kennedy (2000) classified cultures by properties of the environment, Handy (1976) and Harrison (1972) focused on the internal perspectives of the organizational culture. They have proposed a different approach to distinguish organizational cultures: they have analyzed them in terms of formalization, control and planning. The idea behind such division is that the culture is derived from the needs and the company and each organizational behavior is developed based on the internal and external factors. Handy and Harrison have proposed following dimensions:

- Power culture – this culture (club culture) is symbolized as a "spider web". The most powerful people are closer to the center of the "spider web".

- Role culture - this type of cultural structure is driven towards legitimate power of a person. Strict rules and regulations are the core features of this culture.

- Task culture - this type of culture is oriented for efficient results; more expertise leads to more respect.

- Personal culture - this culture is driven towards individuals: the importance of each employee is in the first place.

4.1.3. Weissmann's empirical culture model

Weissmann (2004) compared the previous models and defined two main dimensions: hierarchy/network dimension and pathos/ratio dimension. Inside these two, he has also specified sub-dimensions, which are used to receive a more detailed view on the important factors and relationships between them. The first dimension, hierarchy/network, is split into the following factors:

- Hierarchy dimension consists of the following sub-dimensions: power, control, role, hierarchical status, isolation and determinism;

- Network dimension consists of the following sub-dimensions: tasks, projects, achievement, humanism and open space.

Weissmann (2004) has assumed that top level dimensions can be split into more concrete subfields which can add additional information to the cultural model. In terms of this research, the sub-dimensions where reconsidered in order to provide more insights on the model.

Such classification allows us to easily distinguish between types of cultural models that prevail in an organization: if, for example, we observe that in an organization exists a clear and standardized hierarchical model, or the tasks are structured and well-defined through the whole organization, we can make a strong assumption that such an organization will be on the left of the hierarchy/network axis. Actual work efficiency is in the second place in such types of organizations and internal management process, subordination and work process regulations are the main points of interest. On the other hand, we have a complete network culture model: it is clearly oriented towards goals and results, so the hierarchical status in terms of the decision process matters only in the context of efficient decision making. Initiative is rewarded and employees can not only make decisions in the spheres of their direct responsibility, but also participate in any decision-making process where their knowledge and expertise can lead to efficient results. The second main dimension is pathos/ratio, and it is split into the following general factors which are the same for the both pathos and ratio axis: time, speed, context, space, distance, and externality. The pathos dimension is characterizing organizations, which are more oriented on the past of the organization rather than on future. Such organizations are not restricting any information access and planning doesn't play a big role in the management process. On the other hand, we have the ratio axis with the following cultural characteristics: the management is contacting the employees only regarding the working process, all decision process is focused on the facts, moreover, meetings and discussions are planned in advance.

Based on this classification Weissmann developed four types of organizational culture:

- Family model

- Role Model

- Taskforce

- Community
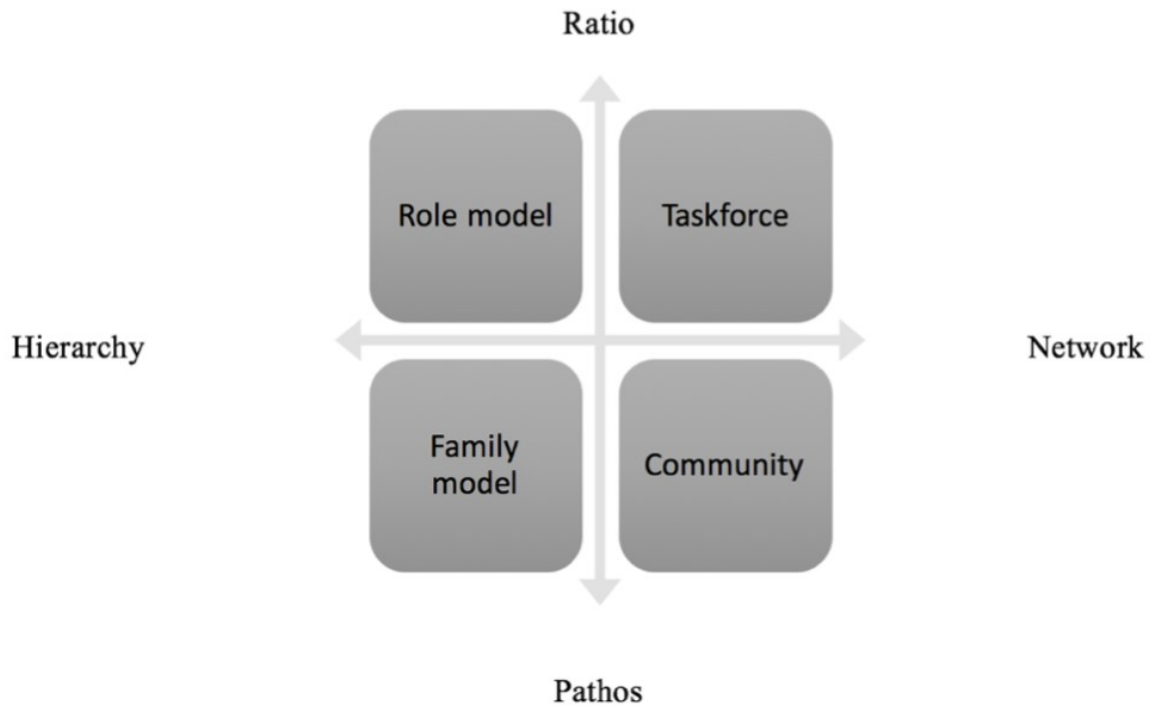
Figure 8: Weissmann's cultural model (own illustration)

Family model

This cultural type assumes very strong personal connections between people in an organization. The core features of this type are its strong orientation towards the meaningful symbols of power as hierarchical status, the power of leaders to push own meaning in the decision making process and other related occurrences.

Role model

The key characteristics of this culture type are security and strict order. Such an organizations have

strong orientation on the internal regulation of all the processes, therefore they are very slow in terms of changing in response to the external environment. The actual goals and results are not the main indicators of success for an employee, so the salary expectations are mainly driven by number of years spent in the company and loyalty.

Taskforce

In this type of culture, individual expertise and experience are valued the most: the more productive someone is in achieving efficient results, the more this person is valued as an employee. Such an organizations are often less bureaucratic and more open minded: initiative is highly rewarded.

Community

This type of culture concentrates on the relationship between all employees and strives to fulfill the shared goals and interests. Values such as kindness, trust, justice, humanity, openness, harmony, equality, warmth, joy or solidarity are strongly dominating. High customer orientation, humor and exhilaration characterize this type as well.

The Weissmann's culture model will be used for the further research, as exactly this model suits the goals of this thesis. It provides an opportunity to create the appropriate study propositions. For the development of propositions organizational structure and organizational culture types will be used in terms of their relations to the social media.

5. Social media

Nowadays the social media are an important global phenomenon which has dramatically changed the way people communicate and interact. Historically the human need to communicate has greatly contributed to technological changes, e.g. creations of radio, trains, phone, air travel, Internet, etc. With the adaptation of new technologies, the social context of human communication and interaction is transmuting. Never before has the communication process been represented so free and independent as now (McFarland & Ployhart, 2015).

In order to consider and analyze the impact of the social media on the organizational internal communication and culture it is necessary to find an appropriate definition for social media. Furthermore, in this chapter the evolution of the social media and their most popular platforms will be discussed.

Some authors confirm that social media have made a revolution in human communication and relationships development (Beal & Strauss, 2008; Derks & Bakker, 2013). It is possible to say that social media offer a context for communication which is significantly different from both traditional communication (e.g. face-to-face) and other types of digital media (McFarland & Ployhart, 2015). Social media represent digital platforms which contribute to such necessary social processes as information sharing and people communication (Elefant, 2011). Osch & Coursaris (2013, p.703) provide a more detailed definition "technology artifacts, both material and virtual, that support various actors in a multiplicity of communication activities for producing user-generated content, developing and maintaining social relationships, or enabling other computer mediated interactions and collaborations". Some authors in order to describe social media refer to their technological foundation, for example Kaplan and Haenlein (2010, p.61) represent them as "Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of User Generated Content". In this definition the ideological foundation is also mentioned, with respect to it Stenmark (2008) confirms that social media are founded on attitudes and norms that were not common and widespread in previous technologies. Thus he concludes that social media are based on such people's ability as participation, independence, interactivity and creativity. Cruber (2008) calls social media a social web and emphasizes the user participation and user-generated content as a motive power which

creates value on such platforms. It should be noted that most of the terms which describe the social media refer to the basic principals of web evolution.

Some authors in order to characterize social media distinguish and describe different types of them such as wikis, blogs, social networks, because each type has a unique configuration and features which should be taken into account (Treem & Leonardi, 2012, Osch & Coursaris, 2013). Blossom (2009, p. 29) considers social media in terms of their influence on the individuals' opinion and behavior and defines them as "any highly scalable and accessible communication technology or technique that enables an individual to influence groups of other individuals easily". Many authors consider social media a still unexplored area which may provide incredible opportunities for their users. (Hoskins, 2013, Ogbuji & Papazafeiropoulou, 2016).

Social media spread rapidly and contribute to global collaboration. The number of social media users is increasing permanently and is largely adopting among users from absolutely different age, education, economic and cultural groups. The user-generated content is expanding really fast (Ogbuji & Papazafeiropoulou, 2016). Hereby it is impossible to ignore the social media development and it is necessary to find areas where they may bring substantial benefits.

It seems evident that social media may have a great potential in the context of a modern organization. Nowadays the majority of studies regarding the usage of social media in organization address marketing and advertising purposes (Meyerson, 2010; Dahl, 2015). The examination of social media in the context of the internal organizational functions is mostly ignored by researchers, and that is why this topic may look like a black box for many managers. It is a great omission, because social media platforms may revolutionize not only the organizational communication and collaboration processes, but also the functions of different organizational departments (e.g. HR) (Osch & Coursaris, 2013). Such web platforms may provide support for all types of organizational activities, for instance to improve knowledge sharing, learning, innovation implementation, communication and collaboration. In that way many organizations may use social media in order to gain innovative competitive advantage (Ogbuji & Papazafeiropoulou, 2016). In spite of possible risks and problems during the social media implementation, the forthcoming benefits may substantially prevail. In the current situation managers are faced with the new technological environment and are forced to admit that social media are becoming a necessary business tool. In

this case, it is crucial to make a decision, whether to wait till such advanced communication tool will become common for other organizations or to introduce it now without a clear guidance (Holtz, 2006). Thus there exists a strong necessity to consider and research more the adaptation of social media within an organization, both in theory and practice.

In those few studies that regard the usage of social media within organizations the authors confirm that social media implementation mostly has a positive impact on the organization's activity: it provides the employees a possibility to communicate and think more freely (McFarland & Ployhart, 2015), facilitates greater knowledge sharing among employees (Fulk & Yuan, 2013), or enables employees to have more effective collaboration (Klososky, 2011). Sometimes such studies demonstrate very interesting findings. Certain authors confirm that in spite of the potential advantages of the social media adaptation not all employees which use such technology in their workplace see such advantages (DiMicco et al., 2008; Gibbs et.al., 2013). On the other hand, it seems quite predictable that younger employees that usually have significant experience of social media usage in their private life will prefer to use them also during their working activity (Leidner et.al, 2010; Rai, 2012). Recent research, that has addressed the implementation of social media within an American financial organization, shows unexpected results. Namely, it demonstrates that younger employees and those who are using social media heavily outside their workplace are mostly skeptical about their benefits for the organizational purposes. These employees explain that they mostly use social media for personal communication and interaction or for entertainment and distraction. They think that social media platforms are inappropriate for task-orientated behavior and would like to avoid using them during working activity. And vice versa the older employees and those who don't have serious experience with social media outside their work are mostly optimistic regarding usefulness of such platforms for organizational internal activities. They really believe that social media may substantially contribute the volume and diversity of communication among employees. Furthermore, they emphasize that social media may aid with organizational tasks due to the improvement of knowledge sharing and effective relationship building (Treem & Leonardi, 2015).

In any case, in order to examine the impact of the social media adaptation for the organizational internal communication, collaboration, knowledge sharing, etc., it is necessary to consider in detail what are the social media, their history, typology, characteristics and features.

5.1. Web 2.0

As was mentioned before, human communication and interaction gave the main impulses for the internet revolution. Initially its development was based on the Web 1.0 paradigm. There is no concrete timeframe that can describe the time period for Web 1.0 and usually it is described just as a time before Web 2.0. The main feature is that during the Web 1.0 period the main tool to access the Internet was a browser and all the communication was performed through an internet browser. Web 1.0 intensified Internet as a platform where people can find information but not use it as a service.

Web 2.0 has changed it and shifted the paradigm to the service-oriented approach. Each resource on the internet is now interpreted as a service. In addition, the main difference can be observed in terms of the contribution to the internet – in Web 1.0 only experts have contributed to the community and Web 2.0 drastically changed it. Nowadays almost any user can make their contribution and put effort into the development. The crucial part of the Web 2.0 are social media platforms which enable much wider cooperation and involvement into the platform development. (Dominick, 1999; Wei, 2012). And, in comparison with Web 1.0, in Web 2.0 any user has access to the content which is provided by other users. It is important to mention that as Web 2.0 concept is not focusing on the information sharing but rather on connecting people, the impact which each person makes is much greater. With the development of mobile devices, the accessibly of internet has also increased so that a higher amount of people have received ability to contribute. Some researchers are also hold the view that the technology played an important role in the development of the Web 2.0 and it can be possible true. New communication protocols and Internet development enabled real-time access to the different social media platforms with an almost instant response for the end-user.

New types of social media are continually being created, but all share the underlying platform that is based on Web 2.0 technology. This means they are based on an Internet structure that allows large numbers of users to participate in the creation, manipulation, and distribution of content. Users do not just obtain content from the Internet, instead they help to produce it, and that is the main difference between Web 2.0 and Web 1.0. In this way our connections can become the connections of our colleagues, and these colleagues may in turn alter the nature of that content or add new content nearly instantly. This means social media networks can grow large and evolve

very quickly in unexpected ways (Greenhow & Robelia, 2009).

An interesting fact is that people who are 55+ and who used the products which are based on Web 1.0 paradigm on rare occasions are today Facebook's fastest growing demographic (Marketingcharts, 2009). This information once again demonstrates that platforms that based on Web 2.0 technology reach a greater audience.

5.2. Different types and some examples of social media platforms

Today there exists a wide range of social media platforms which may substantially differ in terms of their functionality and scope. It means that social media platforms have many different variants and furthermore new patterns are quickly developing. Each platform not only varies in terms of its features and characteristics, but also may create quite different opportunities during further usage (McFarland & Ployhart, 2015).

Many types of classification may be applied to social media, for instance, according to the type of the social media user, Facebook, YouTube are meant for general public, whereas LinkedIn, Xing are for professional networks. Alternatively, it is possible to distinguish social media by their main purpose and actual content. Thus, social media platforms such as Facebook and LinkedIn are social networking platforms. These platforms provide a broad spectrum of functions: creation of profiles, groups and public pages; expansion of friends list, communication (private or public) and information sharing (Boyd & Ellison, 2007). There also exists such a separate social media platforms category as media sharing, for example wikis, YouTube, Instagram, Pinterest, Flicker, etc., which mostly concentrate on shared information, photos and videos. Some authors also relate wikis to the collaborative knowledge development sites, because they are created through joint efforts. The next type is an older representative of social media. There are different blogs which have become popular in the late 1990s because they provided a new possibility to share views and opinions, moreover, they could be easy created and used. Thus even everyday people may become famous writers and greatly influence a public opinion (Kietzmann et. al., 2011). Nowadays, such social media as microblogs gained their popularity, the content of microblogs differs from the traditional blogs due to the size of posts. Microblogs allow their users "to exchange small elements of content such as short sentences, individual images or video links", often such messages reflect current news from political and economical life (Kaplan & Haenlein, 2011, p.106). The virtual

worlds like Second life can also be noted in the context of social media platforms, these games represent a type of virtual reality where users, which are represented by virtual avatars, interact and communicate with each other.

Almost all social media platforms represent user-generated content, which means that information flows (text messages, audio or video files) are created, managed and shared by users. Web 2.0 platforms have a huge potential and it is still quite difficult to predict what forms social media may take and also how they may further to change the way people communicate and interact. (Kaplan & Haenlein, 2010).

This chapter includes the summaries of the social media platforms that are both more popular and most relevant in the context of this master thesis. They represent different types of social media: Facebook, LinkdIn, Wikipedia, Twitter and Skype.

5.2.1. Facebook

Nowadays Facebook is the most popular social network, with respect to both registered and active users. It was developed in 2004 by Mark Zuckerberg during his studies in Harvard. Initially it was designed only to connect Harvard students, but quickly spread outside the academic sphere. It is important to mention that part of the success was that Facebook picked a registration policy which allowed anyone who was age 13 and older to register.

In figure 9 some statistical information about Facebook audience and its structure is presented. It is clear that among Facebook's users men prevail and that there is a strong addiction to it among the age group of 18-24 year-olds.

Facebook in numbers:

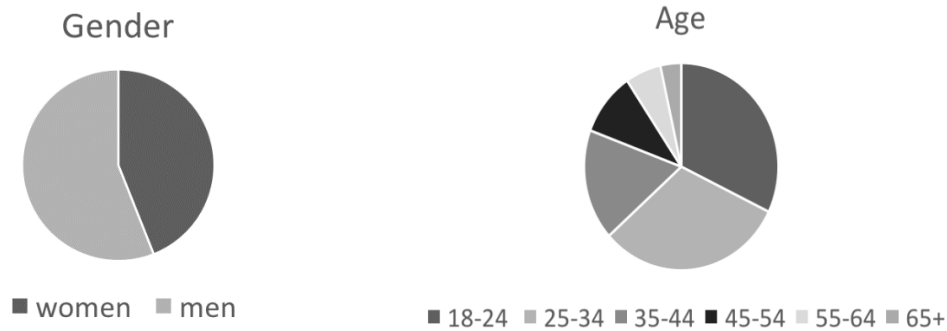| |
|---|
| **1.94 billion** monthly active users |
| **1,28 billion** daily active users |
| Approximately **85.8%** of daily active users are outside the US and Canada |
| **Five** new profiles are created every second |
| An average Facebook user has **155** friends |

Figure 9: Facebook statistics (Dawley, 2016; Gonzalo, 2016)

Today Facebook can be accessed through a wide variety of devices, both desktop and mobile. The main functionality of this social network can be described quite easily: its users can have their own profile pages and connect to other users' pages. Users can exchange messages and share information by posting messages on a user's profile page, also a user can track all their friends by receiving notifications about the actions of other users. Users can form groups with different access rights and form their own communities. Mostly Facebook generates revenue through the advertisement – both through the ads on the user pages and in embedded services as, for example, games or other web applications (Waters & Lester, 2010).

Regarding the monetization of the social media, it was not very clear from the beginning which type of strategy can be applied to such use-case as open social media. Due to that reason Facebook had some problems with financing, but when the advertisement strategy and instruments were developed, the financial results of the company significantly increased.

5.2.2. LinkedIn

LinkedIn is a social network that was created in 2002 to provide users with professional contacts. The basic functionality of the social network is free, and it focuses on a business relations and professional interests. LinkedIn's motto, "relationships matter," refers strictly to relationships in a work context. As this network's priority is professional relationships, it is not designed to share personal information and personal news. On the contrary, it is used by users to connect to other professionals and to find job opportunities – as it is a social network it is possible to connect to almost any person from any company. This is the main strength of the platform.

It is important to mention that principally each profile page is a kind of a CV, so any potential employer can observe professional skills. A key part of the system are recommendations, which means any user can rate personal skills of other users and review their profiles, i.e. leave references. As a result, this helps to form an objective profile of an individual with respect to their professional experience and skills (Waters & Lester, 2010).

The monetization of this social media platform is made through the different levels of personal accounts: each new level of an account provides new features to a user. The annual payment from USD 25 to USD 500 for a maximal version.

Statistics about LinkedIn are presented in figure 10 age and sex distribution is rather even and there are no strong deviations. This can be explained by the fact that there is no difference among these categories when we are considering professional field.

Some Statistics on LinkedIn:

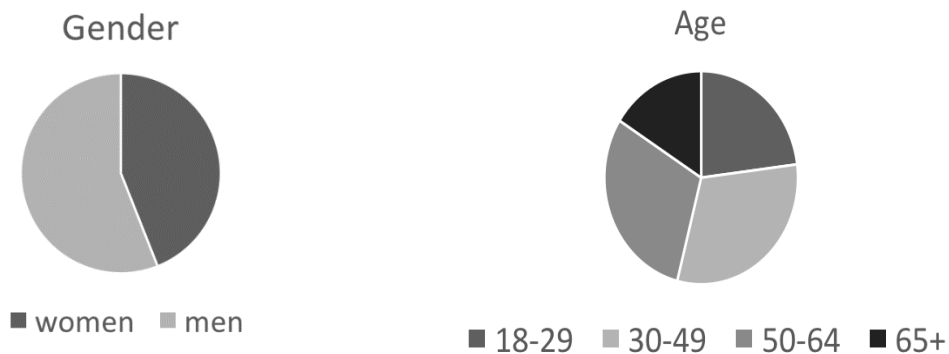| |
|---|
| **100 million** monthly active users |
| **414 million** registered users |
| **71.5 %** of LinkedIn users are located outside the U.S. |
| **57%** of companies have a LinkedIn Company Page |

Figure 10: LinkedIn statistics (Blake, 2016)

5.2.3. Wikipedia

Wikipedia is an online encyclopedia which is built on the wiki engine, a set of tools which enable the creation of free and open web-encyclopedias. The core idea behind it is that any Internet user

can add/edit/delete content in such wikis. You don't need to create an account to start to contribute
– it is crowdsourcing in the information world.

The following infographics show the dynamics of the number of articles and other Wikipedia
statistics:

Wikipedia statistics:

22,3 Million users
38 Million of articles
800 new articles added to Wikipedia daily
115.000 users are active editors
280 languages are supported by Wikipedia

Figure 11: Wikipedia statistics (Smith, 2017)

The power of Wikipedia and other wiki-related projects is in its openness and good design: all the
articles are connected, so all the relevant information is directly accessible. Wikipedia is totally
free and there is no monetization strategy, the service is running due to the pledges from the
community.

5.2.4. Twitter

Twitter was developed as a service to share short messages between the users. The company
describes itself as "a service for friends, family, and co-workers to communicate and stay connected
through the exchange of quick, frequent answers to one simple question: What are you doing?"
(Twitter official website). For the classification purposes, we can classify twitter as a microblog,
which means that the core principle is the same as in a normal blog, but all the messages are shorter.
Twitter allows users to post messages which are limited to 140 characters.

As any modern web service Twitter is easily accessible from any type of device, and in addition it
is completely free. Twitter is centered around exchanging short messages/posts that are mostly
real-time status update, to create an "ambient awareness" of issues. Mostly, these messages are of
an ephemeral nature, without any obligation to respond (Kietzmann et.al., 2011). The posts are
available for all other users without any restrictions. The main mechanism to track a user's tweets

is to follow that person, and after that all the person's posts will automatically appear in the news feed.

As the posted tweets become available immediately for all the Twitter users today it is widely used to track urgent news and events. Usually Twitter is considered to be much faster than more traditional and convenient information channels, as information is generated directly by users and there is no lag between an event and its notification in the Twitter feed. Hashtags are a convenient way to form groups of tweets of the same content/on the same subject. Each tweet can be marked with a hashtag and then searched by this tag.

From the revenues perspective, it is very hard to say which monetization methods should suit the Twitter business case. It is very hard to develop reliable business models to extract profits from Twitter, so the financial figures of the company are decreasing year-to-year.

5.2.5. Skype

Skype is a software product, currently owned by Microsoft, whose initial main purpose was to provide VoIP telephony functionality over the Internet. VoIP is a technology that enables the transfer of voice over the Internet, which could drastically increase the communication speed.

After Skype was acquired by Microsoft, the software was quickly integrated into the Microsoft product software platform: Microsoft Office, Mail and others. As these days Microsoft and its products are still holding more that 80% of the market in the corporate field, de-facto Skype has become a standard communication tool.

As was mentioned before, the communication functionality is still the main feature of the platform. Users can interact with each other the same way as they were using the normal telephony, and in addition, there is a video streaming function, which enables transmission of the video both in dialogs and group conversations. Besides, Skype is also often used as a messaging platform, as in each conversation users can also send text messages, which is quite similar to the SMS functionality of the cellular mobile telephony.

Regarding the communication process development, Skype rapidly became popular, mostly due to the fact of the integration with the Microsoft products. It is still unclear if there a new

communication means can surpass Skype's hegemony in the future, but current market solutions with similar functionality cannot be suggested as close Skype competitors.

5.3. Social media model by McFarland and Ployhart

In this study it is necessary to consider social media concept in-depth and from different points of view. That is why the following part is dedicated to two appropriate social media models. Considering these frameworks may provide a better understanding of social media ecology, characteristics and traits. Thus the principal differences of social media platforms and other digital resources will become obvious. After considering such models, it will possible to investigate both the risks and the benefits which adapting social media within an organization may bring.

McFarland and Ployhart (2015) emphasize the huge difference between social media and traditional or other digital types of interaction and communication. They stress that there exists a lack of appropriate scientific literature considering social media in the context of an organization. It is a significant omission, because social media can influence the perception and behavior of employees. The authors developed the framework which "identifies the discrete and ambient stimuli that distinguish social media contexts from digital communication media (e.g., email) and physical (e.g., face-to-face) contexts" (McFarland & Ployhart, 2015, p.1653).

The impact of social media is considered to be so relevant, that some countries have even developed additional law regulations – in order to make it possible to deal with the consequences of the use of social media in new way. (Elefant, 2011). Social media are not subjects of any concrete country or other institution, therefore they are widely used all over the world. The scientific impact of such a powerful tool is still to be examined, but it can be looked at within many different fields of studies, for example, sociology and organizational theory.

Social media should also be considered not only as a technological tool, but as an instrument which enables additional communication means and which can drastically affect the current communicational paradigm. The traditional means of communication are already integrating into the new landscape and the consequences of such symbiosis is the key point of focus for the organizations and other parties who want to take advantage of the new approaches.

The idea of the following framework is to describe how social media can be embedded into an organization and what are the underlying principles behind the social interaction with them. It is clear that different actors are affected to a different degree, so the framework is trying to distinguish the factors which are responsible for the integration of social media.

Social media are quite different from other existing means of communication, even from the closer forms of digital communication, such as email, and therefore are influencing the communication process in a different manner.

The two extreme points are the fully traditional communication means "face-to-face" and the 2.0 Web applications such as Facebook, Twitter and others. The continuous shift that is happening right now is an important step of the social development and to learn the new challenges and opportunities which it provides, it is to be examined in detail. An additional task is to describe potential risks and develop a robust and reliable framework.
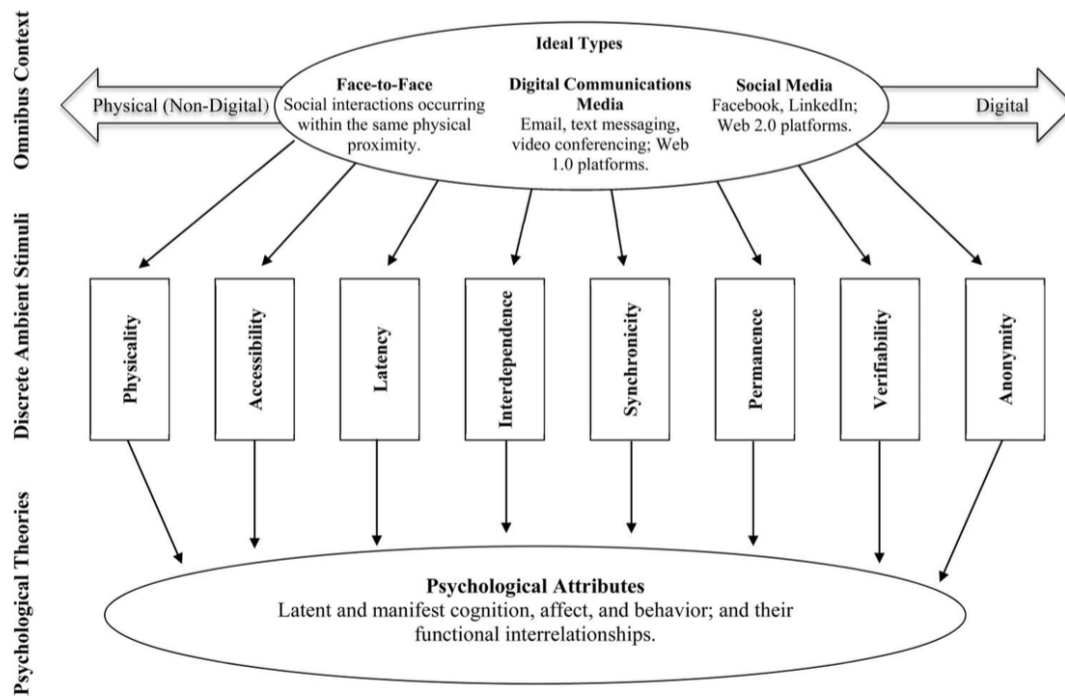
Figure 12: Theoretical framework of social media context (McFarland and Ployhart, 2015, p.1656)

As was mentioned before, Web 2.0 is quite a broad concept which encapsulates all the technological progress made in the last 20 years in terms of Internet and services and concepts that were designed on top of it. Were describing the communication systems that are based on these technologies, it is important to keep in mind that on the lowest level all the information is stored in a binary form, therefore, with all the complexity of the system it is represented as a sequence of 0s and 1s. It is an exceptional breakthrough that such a technology enables a huge variety of possibilities, from simple to the most complex ones, such as Web 2.0.

On the other side of the spectrum are the traditional communication means, in which physical attendance is mandatory, i.e. all types of meetings and face-to-face interactions. Despite the increase in digital communication, physical commutation is still the most used way to contact with other actors. Somewhere in between there are the more traditional means of digital communication, as, for example, emails and video conferences.

Social media are not restricted to any distinct geographical place; through their means it is possible

to reach any groups of people and, of course, individuals as well. It is one of the main attributes of interactions through World Wide Web and the source of other features of online communications. Social media can be both synchronous and asynchronous, so there is no need for other persons to immediately respond or even to be online. The traditional communication means cannot provide the same level of flexibility, and therefore they are more restricted. It is important to mention these difference in the communication to show that even though the goals of communication remain the same, the non-digital and digital communication means are quite different in their methods and possibilities.

In the current organizational landscape these communication means often exist in the same context: employees are using social media, emails as well as more the means of traditional non-digital communication throughout the day. As was mentioned before, they are quite different so it is clear that an employee should focus on different things while using different communication methods. It is essential to study these distinctions as they can provide researchers more insights on the internal processes both on the organizational and personal levels.

As shown on the Figure 12, all the means of communication can be described in the context of traits or possibilities which are enabled by using the particular instrument. This framework distinguishes between seven traits, which to a certain extent can be achieved by different types of communication.

Physicality. Physicality represents the possibility to experience a communication by senses (Johns, 2006). It is obvious that such trait can be achieved in a maximal extent only if all the parties of a conversation are physically located in the same place. Video conferences, for example, can provide some degree of presence, but in terms of social media is it completely irrelevant. Therefore, considering digital communicational means there are much less constraints on communication process as soon as all the parties have internet connection, even non-regular one. Communication through Internet still implies some limitations on the senses, as for example, you can't smell somebody, but these constrains are mostly irrelevant to the information transfer process.

Accessibility. Accessibility is the feature of social area that reflects the extent to which different people can join a certain communication process. In non-digital communication there are obvious restrictions, geographical as well as social ones, for example, a restriction to join a professional or

any other social group. In digital communication means there are almost no restrictions to join any social network: of course, the presence in all the social media is a rare thing, but it is not impossible to imagine. As with physicality, the restrictions are applied in two spheres: the first possible restriction is the Internet access and the second one is the social restriction which prevents users from accessing specific resources.

Latency. Temporal stimuli have strong influences on individual thought and action (Bell & Kozlowski, 2002; Mitchell & James, 2001; Roe, 2008). Latency describes how fast the response is available. In the traditional communication, it can be relatively slow, because the consequences of the communication process are not always instantly available. Speaking of digital communication, all the results are available instantly: social media messages are shown and available to all the participants as soon as they are posted or sent. The closer is the communication means to the social media paradigm, the faster is the response.

Interdependence. Interdependence is the factor which shows to what extent communication members are interrelated with each other. This factor can drastically affect the communication process, as it dictates the communication sequence: are all participants of the communication process talking one by one and the output of the previous person is an input for the next person? Or can the conversation be held in such manner that each member is expressing their own opinion without any feedback from other participants. There can exist many different forms of the communication in terms of interdependence and all of them will have distinct influence on the process. Interdependence is also related to the extent to which different people can easily interact with each other without additional restrictions and, moreover, it can have a huge impact on the efficiency of the communication process, since different tasks require different communication means.

Synchronicity. Synchronicity shows the extent to which each person should be involved in the communication process at the each given point of time. In a normal communication process each person should take part during the whole discussion, and that makes non-digital communication more synchronous. On the other hand, asynchrony can be reached in the digital communication quite easily, as it is not necessary to be involved in the communication all the time. On the other hand, in the non-digital communication it is almost always crucial to be involved in the

communication process, except when sending letters.

With social media, it is possible for each member to participate in a number dialogues or conversations at any given moment, as it is asynchronous and doesn't require direct presence. This trait can possibly influence communication efficiency in terms of response speed and multitasking.

Permanence. Permanence refers to how long the content that is posted on a social media system exists. Before the digital age, the content was stored on microfiche or in print in libraries or archives, but the physical demands of storing it resulted in only limited content being preserved. Face-to-face interactions have even more limited permanence, as the content exists solely in human memory that is fallible and subject to many biases and inaccuracies (Morris, 1983; Smith, 1979). Social media is clearer in terms of permanence: principally everything that was posted on the Internet is preserved and accessible. As information mostly exists in text form, keeping it doesn't require much space, and therefore permanence can be reached to an almost infinite extent.

Verifiability. Verifiability is the extent to which content or information can be checked or reviewed. It is related to permanence, but is not the same trait because verifiability focuses on evaluating the content of what was posted. In non-digital communication the extent to which information can be proved is higher, as almost any user can try to check the information provided by other users. On the other hand, verifiability of information in non-digital communication process can be very tricky, and often people are relying on other factors, such as authority, position of a person or non-verbal factors. In this manner, almost everything a person has ever posted on social media is verifiable, even if not directly, in case it is not supported by a specific social media platform, then indirectly by the technical definition of the Internet and access mechanism.

Anonymity. Anonymity refers to the extent to which a person can be identified (Marx, 2004). It is a well-established psychological principle that the degree to which a person is anonymous changes one's cognition and behavior (Marx, 2004, Smith et. al., 2007). It is almost impossible to remain anonymous in the non-digital communication, while it is very simple to obtain a high level of anonymity in the digital communication. Although anonymous letters can be considered an exception, even in this case it is usually still possible to track down the origin of the letter. In the non-digital communication presence is mandatory, so it is very difficult to fake identity. In the Internet, on the other hand, someone can possibly use different account names, IP addresses and

thus easily fake personality. It creates additional risks that are associated with social media communication, both security and social ones. In terms of security the necessity to identify person may become crucial, and in terms of social risks it is important to mention that people have different behavioral patterns when we are considering communication with a person who is anonymous or cannot be unambiguously identified.

These eight categories provided by the framework can be used to qualify certain communication platforms or communication process, as they contain enough information to decide whether a particular means can be considered as digital or non-digital. In addition, the framework distinguishes between three implications of social media, which are described further as implications of social media contexts for theory (McFarland & Ployhart, 2015).

Social media is a means that may have different sorts of impact on how people communicate with each other. First, there is a possibility that social media will introduce new communication concepts which will change people's way of thinking. Secondly, social media platforms potentially can directly impact the way people communicate with each other in short term. The same shift process was caused by telephony when people received access to real-time conversations on long distance. The third possible implication is an indirect influence inspired by social media platforms, as they may affect not only the communication process, but also social dynamics and social landscape in general.

This framework is using the following theories to explain how digital means can influence communication: social exchange theory, social contagion theory, and social network theory.

The main idea of the social exchange theory is to show that any type of social communication is a result of a risk-gain evaluation process which each actor is doing both consciously and unconsciously (Blau, 1964; Emerson, 1962; Homans, 1958). A person can evaluate amount of time that he or she should put into a relationship and estimate possible outcomes. The latter process can vary from person to person and there is no strict framework for such evaluation. This theory states that in the long run a relationship will be successful if the outcomes are bigger than the risks. (Blau, 1964).

Social media have the ability to change the concepts of a relationship, as the focus shifts from what

is important for traditional communication means to the digital ones. Relationships in digital social media are formed in many different ways, which are mostly the same on different platforms. (Boyd & Ellison, 2007; Greenhow & Robelia, 2009; Valenzuela et.al., 2009). A relationship is usually defined through the communication means, which are delivered by the digital communication context: depending on the platform, relationships can vary from real time conversation to the microblog posts without feedback. These types of the relationships are platform-independent, and can be generalized based on the type of social media. For example, Boyd and Ellison (2007) found that the meaning of collegial connections was interpreted differently and much more broadly in social media contexts (likely because of greater accessibility and interdependence).

As another point, researchers consider that modern social media have different risk/costs functions, and depending on specific social media there can be various scenarios. For example, there is no necessity for real-time response to blog posts or messages in social media, and people tend to act differently than in just normal talks, for instance, they may take the time to weigh their answers. Social media, as they are mostly free at least in terms of the basic features, provide a cheap way of connection to other people, so it is clear that people will evaluate the time that they put into social media differently. Another point is that all the information is available without restrictions, so people can establish connections with different people through the same communication means, e.g. a post. That is, relationships within social media context may be perceived as less costly.

Finally, the evaluation of exchange relationships over time has a different interpretation in the context of social media due to differences in physicality, accessibility, latency, and asynchronicity. In the non-digital communication each of these attributes implies certain restrictions, avoiding which can bring additional benefits to the communication process. For example, the high physicality restriction can slow down the decision-making process, as all the participants should physically be all in one place. On the other hand, in digital communication this restriction is suppressed, so there is an additional advantage from the communication process point of view, namely, other aspects become more important. Other attributes can affect the benefit evaluation process in the same manner.

Summarizing all the assumptions, it is possible to conclude that digital social media create a new communication landscape, as well as new possibilities both in cultural and organizational aspects.

As it is quite a new sphere, the impact that it will have in the long run is yet to be considered, and traditional theories should be reviewed and reworked to adopt new changes.

5.4. Social media model by Kietzman et. al. (2011)

The next framework may be more relevant for the marketing research, but it can also help to understand the social media context. Developing it, Kietzman et. al. (2011) describes the varied ecology of social media environment. The framework represents the honeycomb of social media building blocks. It includes seven blocks: identity, conversations, sharing, presence, relationships, reputation and groups. The honeycomb framework illustrates firstly the features of social media user experience and secondly its subsequent implementation in organization.
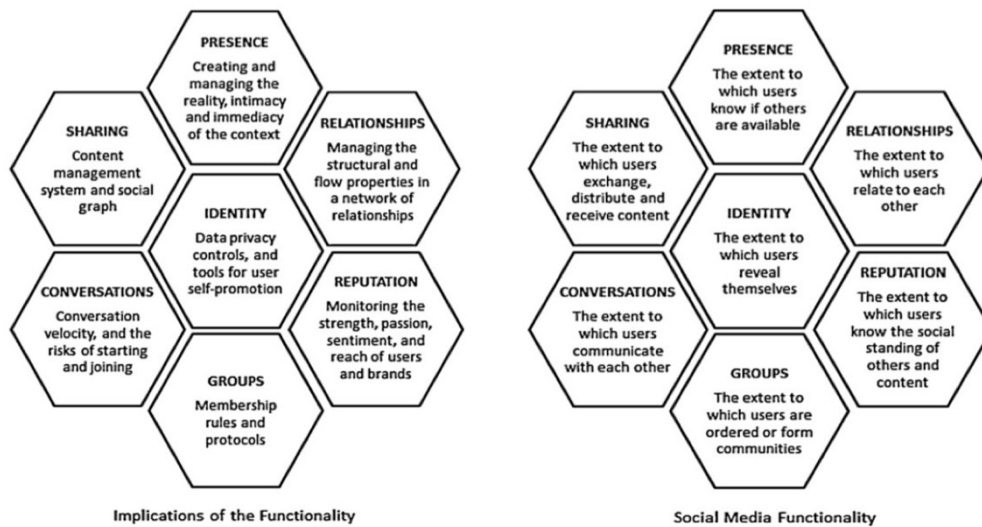
Figure 13: The honeycomb of social media (Kietzman et. al., 2011, p. 243)

Identity is the core functional block which represents the extent to which users have unique identifying characteristics in the social media context. These characteristics include such information as name, gender, age, profession and etc. Due to the fact that identity plays an important role in many social media platforms, users are forced to provide certain private information in order to register. It may become a very serious problem if third parties use such information for the unfair purposes. Thus some companies develop identity strategies in order to protect organization from these reputational risks. In comparison with the previous framework this

identity functional block may correspond to the anonymity trait (McFarland & Ployhart, 2015), the difference is in considering the same characteristic from different points of view.

The next block is conversations, and it demonstrates the extent to which individuals communicate with each other in the social media context. The conversation process among individuals and groups represents the main idea of the majority of social media platforms. There are a lot of reasons for such conversations: users can share information (e.g. tweets, blog posts) in order to impact environmental, economic or political issues or in order to meet new friends, to build self-esteem or to be in trend (Beirut, 2009).

The sharing functional block shows the extent to which users receive, exchange and distribute the content. The authors of this study emphasize that there exist at least two implications which confirm that the presence of the sharing functional block is absolutely relevant for an organization aiming at succeeding in the social media setting. It is important to mention that pure communication without common goals or sharing objectives is not so efficient as communication with a precise goal. So, each communication process should be driven not only by common interests, but also by the same motivation and communication objective. The second implication applies to the degree an object (e.g. audio or video files) can or should be shared. The rise of social media environment among other things generates issues with copyright laws, which are quite difficult to solve.

The presence functional block represents the extent to which individuals can recognize the accessibility of other individuals while using social media. In this functional block the authors include information about where other individuals are in both real (may correspond to physicality and accessibility traits from previous framework) and/or virtual (may correspond to accessibility from previous framework) contexts. Moreover, it is important to know whether these individuals are available at all. Traditionally, in using social media it is possible to recognize this information through special status lines (e.g. "available", "online", "hidden"). Due to the rise of social media mobility many people are able to stay online almost all the time. In terms of an organization it is crucial, because an employee may be available anytime and anywhere.

The next functional block is relationships, and it illustrates to which extent social media users can be related to each other. In this case the authors consider "some form of association that leads them to converse, share objects of sociality, meet up, or simply just list each other as a friend or fan"

(Kietzmann et. al., 2011, p. 246). It is a very important function block, because it reflects the level of closeness between communication partners, which, in turn, may influence the quality of transmissible information. Moreover, some social media have a referral system, which assumes that existing relationships may help users to find new friends or colleagues. Nevertheless, it should be noted that often a huge network of social media friends doesn't reflect a high level of interaction with most of them. For this reason, some users more concentrate more on maintaining existing relationships rather than creating new ones. This functional block may partially correspond to interdependence stimuli from the McFarland & Ployhart's framework (McFarland & Ployhart, 2015).

Reputation represents the next functional block of this honeycomb framework and shows the extent to which individuals may define the status of others in social media context. It is important to mention that traditional social constructs are not valid in the social media landscape, and thus there should be other reliable indicators to evaluate trustfulness. However, in absence of such ways users are mostly relying on the automated tools, which can extract the correctness of provided information from user-provided input. As in non-digital communication, the reputation still plays a great role in the social media. Companies should be aware of that and put efforts into the development of their reputation on the social media platforms.

The last functional block is called groups, and it demonstrates the extent to which users can create groups or subgroups. The more widespread is a certain social media network, the bigger becomes the group of friends and followers within it. The authors distinguish two types of groups: the first one assumes that users can mange their contacts (e.g. friends, followers or fans) in order to create own groups; second type may correspond to clubs in real offline world and may have different variants of access (e.g. open, closed or secret). Social media are not considered to be an exact representation of the real world communication topology, but they are still very closely related to the non-digital social paradigm, for example, groups in social media are playing almost the same role as in offline communication. Users can possibly have different amount of permissions and access depending on their group status, which is quite similar to the hierarchical nature of the traditional organizational culture. It is important to mention that, in comparison with the real world communication, in social media groups can be freely formed without any restrictions, but considering interconnections of the groups and their internal structure, there still can possibly be

sets of permissions that are specific for a user or group type (Kietzmann et. al., 2011).

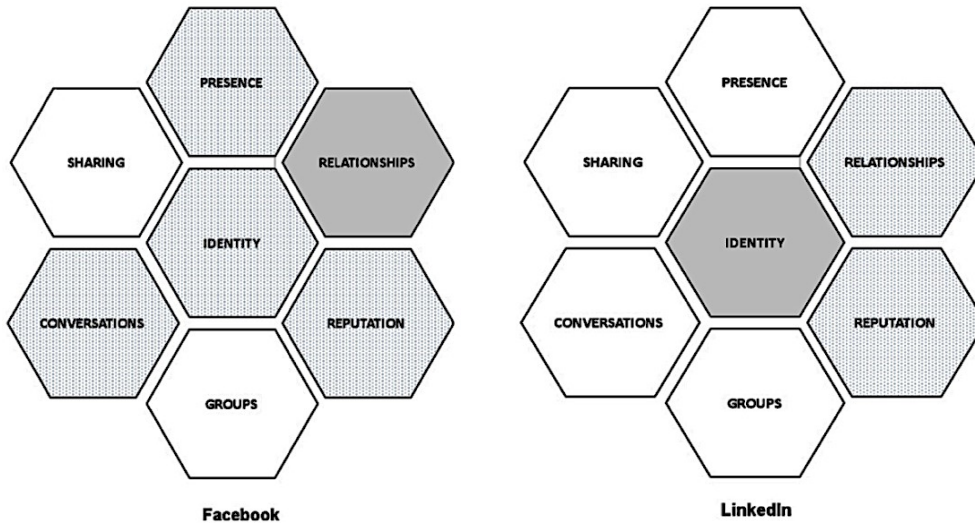The authors of this framework developed examples of honeycomb building blocks for popular social media:

Figure 14: Contrasting the functionalities of different social media platforms (Facebook, LinkedIn) (Kietzman et. al., 2011, p.248)

The color of each block shows the extent to which certain social media platform focuses on certain functionality. The darker the color of block, the greater the focus of this social media. Nowadays there are no social media which solely concentrate on one functional block from this honeycomb framework (Smith et. al., 2007). For example, Figure 14 illustrates that, while identity plays the main role for such social media as LinkedIn, relations and reputation are also quite important factors for its operation.

The authors of the honeycomb framework offer to use it in order to develop the strategy of social media implementation and usage within organization. For this reason, they developed the 4Cs guideline: cognize, congruity, curate and chase. The first step is *cognize*: with the help of honeycomb framework an organization should recognize and understand its social media environment. The second step is *congruity*: the organization should develop the strategy which is suited to different social media functionalities and their goals. The third step is *curate*: the

organization should develop the plan of social media implementation and use (how, when and who represents social media platforms). The last step is *chase*: the organization should scan their environment in order to recognize the speed of the information flows which may influence the current and future organizational positions (Kietzman et. al.,2011).

6. Overview of research questions and propositions

In accordance with the considered theories it is possible to formulate the following research questions and corresponding propositions:

Q1: Taking into consideration the advantages, disadvantages and possible consequences of social media should an organization use their tools within internal communication?

Proposition for Q1:

Dov Te'eni (2001) and Welch and Jackson (2007) stress the importance of the information technology adaptation and usage, thus it can be assumed that the frequency of social media use within an organization may improve the internal communication process.

P1: The more often the employees use digital content, the more effective is the internal communication within the organization.

Q2: Is there a relation between the organization's culture and the attitude towards using social media?

Propositions for Q2:

According to Weissmann (2004) the organizations which are closer to the hierarchy side of the hierarchy/network dimension are mostly characterized by high level of control and authority. Thus age of the organization members often plays the bigger role than their knowledge and abilities. In one's turn the organizations which are closer to the network side of the hierarchy/network dimension are associated with more freedom in the workplace. Employees take not only tasks which are officially assigned to them, but also participate actively in the decision- making process. The operational process in such organizations requires more communication between their members. Thus it can be assumed that the adaptation and usage of social media are more favorable for the organizations which belong to the network side than for the hierarchy side.

P1: The closer the organization is to the hierarchy structure, the more negative is attitude towards using social media within it.

P2: The closer the organization is to the network structure, the more positive is attitude towards using social media within it.

Q3: Is there a relation between the organization's cultural type and the implementation of social media platforms in it?

Propositions for Q3:

The organizations which represent the "community" organizational type are characterized by high level of self-organization. The kind relationships between organizational members play a pivotal role. Moreover, such values as openness, solidarity and happiness are of great importance (Weissmann, 2004). For this reason, it can be assumed that such organizations are more likely to adopt and use social media platforms for their day-to-day activities.

P1: The organizations which are classified as "community" type tend to use social media in their internal communication.

The organizations which represent the "role model" organizational type are associated with strong hierarchical structure. Such factors as power, status and authority have a high priority (Weissmann, 2004). Thus it can be assumed that such organizations tend to avoid possible adaptation and usage of social media platforms for their day-to-day activities

P2: The organizations which are classified as "role model" type tend not to use social media in their internal communication.

Q4: Is there a relation between the social media traits and their usage for the certain organizational purposes?

Propositions for Q4:

McFarland & Ployhart (2015) analyze different social media features in detail. According to this research it can be assumed that some of these features (Interdependence, Asynchronicity, Accessibility) are more favorable for improvement of the internal communication and some of them (Verifiability, Latency, Permanence) for reinforcement of the organizational culture.

P1: Adaption of social media with such main traits as Interdependence, Asynchronicity, and Accessibility is useful for effective organizational internal communication.

P2: Adaption of social media with such main traits as Verifiability, Latency and Permanence is useful for shaping and reinforcing organizational culture.

Q5: Is there a relation between the social media functionality and their use for certain organizational purposes?

Propositions for Q5:

Kietzmann et. al. (2011) considers the social media platforms in the context of their functions. According to this study it can be assumed that some of these functional characteristics (Identity, Conversations, Relationships) are more favorable for improvement of the internal communication and some of them for reinforcement of the organizational culture (Sharing, Groups, Reputation).

P1: Implementation of social media with such main functional characteristics as Identity, Conversations and Relationships is favorable for effective organizational internal communication.

P2: Implementation of social media with such main functional characteristics as Sharing, Groups and Reputation is favorable for shaping and reinforcing organizational culture.

7. Effects of social media within an organization

For this master thesis it is necessary to study the adaptation of the considered theories in real life, particularly in an organization. Thus it is essential to look at the social media platforms in terms of fundamental organizational and HR functions, such as employees' engagement, training and development. Furthermore, for the goals of this research it is crucial to consider the general social media setting in relation to internal communication and organizational culture.

7.1. Internal communication

The benefits which social media platforms may bring to the internal communication process of an organization are really substantial. In their general sense, social media provide an organization with a great possibility to reach its internal audience and offer them a comfortable environment for task-oriented communication. The most important advantages of social media in the organizational context are freedom and speed of communication, availability anywhere and anytime and also a wide range of new technological opportunities. The social media context well correlates with the Dov Te'eni internal communication model (Dov Te'eni, 2001). Namely, as was mentioned before, the author of this model points out the importance of technological progress for the internal communication within an organization. He notes that it is necessary to find the areas of such communication where the right adaptation of new technologies may bring many benefits. Almost all strategies (from the Dov Te'eni research) and their purposes may suit the social media concept due to the fact that the today's view of communication with the help of Web 2.0 platforms is very similar to the face-to-face communication. Moreover, Dov Te'eni highlights that the internal communication strategies are chosen for certain internal communication goals, and here the concept of social media may also appear very suitable. Since in order to succeed the choice of social media for certain internal communication areas should be made in accordance with the goals of internal communication, it leads, as a result, to choosing the more appropriate strategy. The author also proves this theory based on web 1.0 platforms (e.g. e-mail, voice mail). Regarding the internal communication model by Welch & Jackson, it is possible to assume that social media platforms may be very useful for the internal environment. Social media may not only significantly contribute to both one-way (e.g. CEO blog) and two-way communication (e.g. organizational forums), but it may also change the proportion of these types of communication. The rise of two-

way communication due to the use of social media may greatly improve the working environment and thus employee's enjoyment of their workplace (Welch & Jackson, 2007).

7.2. Organizational culture

The importance of the organizational culture was already discussed in another chapter of this thesis. Here there are some conclusions regarding the impact of the social media implementation on organizational culture. First of all, it should be noted that social media platforms provide many opportunities for shaping and changing it. The possibility to communicate freely and in diverse forms often increases the employees' engagement which at the same time strengthens the organizational culture. Moreover, social media may substantially contribute to such reinforcement due to the concept of sharing information and creating a community. The values and norms accepted in a certain organization may become well-known and widely distributed. Often the creation of the organizational culture is a long and painstaking process which includes formation of certain formal policies and practices, while social media consist of both formal and informal interactions. The latter may both strength or destroy the organizational culture. In a bad case, informal interactions may contribute to the creation of multiple subcultures which may negatively influence the whole organization due to the disunity of the organizations' members. Moreover, these informal interactions in social media platforms often include complaints and offences, which may be visible and searchable for other members of organization. The problem is that such annoying things will exist for many years in the Internet and will reflect on the organization's image and culture. Regarding the Weissmann's empirical culture model it is possible to say that social media significantly contribute to the horizontal networking and break down rigid hierarchy. It happens because social media allow employees to communicate more freely and transparently, and thus solve the working issues faster, more efficiently and effectively. Owing to social media, employees require less control and guidance as before, and, if needed, they can receive the feedback from their manager anywhere and at any time (Weissmann, 2004).

7.3. Employees' engagement

Socialization and engagement of employees play a pivotal role for the organization's successful development. Without the employees' assimilation into organization it is difficult to expect them to work wholeheartedly. In this case social media provide potential benefits, firstly due to the more

widespread and consistent access to the organizational information. Employees network via social media which substantially help to increase their socialization and engagement. Nowadays, owing to social media the physical location isn't an obstacle anymore for the socialization process of employees. For example, employees from different company branches in different countries have the possibility to communicate and exchange their knowledge and experience. The rise of interdependence and accessibility may provoke the employees' engagement due to the opportunities to communicate at any time and share their experience with more individuals (Ollier-Malaterre et al., 2013). Furthermore, social media offer the possibility to increase the speed of employees' socialization, because new employees initially have access to a much broader organizational network. In this case the stress which relates to a new workplace may decrease, because employees can more freely ask for help or advice and get encouragement. The organizational networks where employees can communicate anonymously may provide managers with important information which they can use to improve the working climate. But at the same time such anonymous networks may provoke in employees a destructive type of behavior and tendency to share harmful content which will spread quickly and widely through the social media (Douglas et al., 2001). The biggest risk is the quick distribution of negative information within the organization which may lead to an ineffective assimilation of the new employees (e.g. dismissals). Social media may also be unable to provide the necessary level of individualized attention to the employees without which it may be impossible to develop trust and commitment. Furthermore, the social media even may become a reason of disengagement due to the unproductive communication (e.g. complaints, personal attacks) which will further arouse the unfavorable emotional consequences for employees. Thus, it may weaken the organizational culture which in its turn may become the reason for turnover and lower engagement (McFarland & Ployhart, 2015).

7.4. Knowledge management

Social media platforms can be useful for such organizational and HR functions as training, development and knowledge management, as well as make it possible to organize such activities in a faster more effective and less expensive way than before (Ong et.al, 2004; Jue et al., 2010). In general, social media are of great use in providing "a broader network of relevant expertise and making it accessible to more people and available whenever (asynchronous, latency) and wherever (physicality) they need it" (McFarland & Ployhart, 2015, p.1671). Some researchers confirm that

employees often rely on social networks to acquire knowledge for subsequent problem solving (Cross et.al., 2001). It should be also noted that individuals can acquire new knowledge or receive a necessary answer not only through public information in social media platforms (e.g. wikis), but also during the discussion with other users in different social media chats (e.g. Facebook). In the context of an organization, it may be a very good idea to create knowledge-sharing platforms (include wikis, discussion boards, chats and etc.) that may be more useful than traditional analogues and correspond to all discrete ambient stimuli. In this instance the main risk and problem is providing of equal and consistent access for all employees. Usually within an organization the level of personal use of information technologies in general and social media in particular differs for different employees. Thus it may be challenging work (e.g. discrimination) to organize training with help of social media with such a diverse audience. In this case the organizational characteristics play an important role (Decarie, 2010). Moreover, some organizations focus only on specific social media platforms that may provide information of questionable quality. In other words, the success of the implementation of social media as a training and development mechanism mostly depends on the features of the technological platforms and the social dynamics among employees (Flanagin, 2002).

Hereby it is possible to conclude that social media platforms are highly interrelated and interacted with the organizational context. Social media may contribute to the development of appropriate policies and practices within an organization. It may be a great idea to use social media in an organization to gain a competitive advantage, but it is necessary to take into consideration all possible risks and drawbacks. It is very important to find the right guideline for effective introduction and use of social media platforms in the context of a modern organization.

8. Results

It is crucial to consider different types of social media in accordance with internal communication complexity types and organizational cultural types. It is also important to find such relations taking into account specific characteristics and nuances of different social media types. After such detailed investigation it will be possible to formulate subpropositions which are necessary for this master thesis.

Hereby it is important to list the social media types that will be analyzed in further research. They are:

- social networking platforms (Facebook, Xing, LinkedIn, Academia.edu Myspace, About.me, MyHeritage, Google+, Foursquare, Tumblr, etc.);
- knowledge and media sharing platforms (Wikipedia, Youtube, Instagram, Snapchat, Flickr, Google+, etc);
- blogs and microblogs (Twitter, Tumblr, LiveJournal, My Opera, Wooxie, etc.);
- messaging applications (Skype, WhatsApp, Viber, etc.).

It is important to mention that this typology is not very strict due to the fact that some social media platforms may relate to several different functions simultaneously. Such social media have focus on different aspects of communication process and provide a wide range of different functionalities on their base. For example, Facebook and Google+ may relate to the social networking platforms, media sharing platforms and (micro)blogs. But in the context of this study it is not a problem, because the analysis will be performed according to social media functions.

8.1. Traits and functional characteristics of different social media types

McFarland & Ployhart (2015) distinguish nine discrete ambient stimuli which are in varying degrees relevant for non-digital and digital communication. In this part four of these stimuli, which are more applicable in the context of this master thesis, will be discussed in order to formulate further subpropositions.

As latency demonstrates the speed of response it is necessary to find such social media type by which the reaction of the receiver is as fast as possible. Sometimes such quick reaction is very

important in organizational day-to-day activity. In this case the messaging applications will bring the best outcome, because the communication with the help of such social media platforms mostly occurs in real time. Moreover, during video conferences (which are provided by almost all messaging applications) it is possible to identify not only verbal, but also non-verbal reactions of receiver. In addition, it is possible to find correlation between latency and affective internal communication complexity which is also requires the messaging applications as a more suitable social media for its reduction.

It is important for users to have the possibility to check and/or review information which they find with the help of social media. Each kind of platforms provides different access for such users' activities. Knowledge and media sharing platforms relate to the social media type with higher verifiability. Any of their users may contribute to creation and modification of current content. Furthermore, some of knowledge and media sharing platforms (e.g. Wikipedia) approve and stimulate such users' activities. In terms of an organization it is crucial to handle only verified information.

Social networking platforms are supposed to increase the level of interdependence in order to develop a robust communication process in which all participants should be involved. It is important to mention that using social networks the participants can decrease time constraints, as communication is asynchronous, but still all users should wait for feedback from others. Thus, interdependence as a feature of communication process can't be decreased by using social media platforms.

On the other hand, suggesting knowledge and media sharing as a communication means that can lower the level of interdependence. First of all, their very concept is focused around providing access to the articles, which doesn't involve other users. On-demand access can decrease the level of interdependence, as users can share information without any restrictions from other participants of the system. Secondly, editing the information can be performed without any additional discussion with other users, in case when changes are not relevant they can be disapproved and deleted from the information source, which also doesn't require direct communication between participants.

Social network platforms provide their users with the possibility to communicate asynchronously, it brings many advantages, especially in the context of an organization. Users may communicate with many individuals on different topics and thus solve several issues simultaneously. Moreover, during communication with the help of social networking platforms it is not necessary to answer immediately. Instead, it is possible to take a pause in order to consider further answer. Sometimes it is very useful, especially in the context of serious decisions.

Kietzmann et. al. (2011) represents the honeycomb framework which demonstrates possible functional characteristics of social media. Due to the fact that this research has a simple and logical structure, it is relatively easy to make certain conclusions which are necessary for this master thesis. Thus, such a functional block as Conversation is logically relevant for messaging applications, because the main idea of this social media type is the conversations in all its forms (e.g. audio, video, messengers). Presence is also associated with such applications, because it is a necessary factor for any communication process and almost all of such social media represent information about the accessibility of the conversation partner (e.g. Skype, WhatsApp,Viber).

Knowledge and media sharing platforms are mostly characterized by Sharing and Groups functional blocks. The first choice is absolutely logical, because the concept of such social media type is based on sharing information in different forms (e.g. text, photo, video) between users. As a result, these individuals are forming interest groups, and this represents the next functional block that is relevant for knowledge and media sharing platforms.

Creation and maintenance of relationships between users are the main goals of social networking platforms. Hence, Relationships functional block is undoubtedly associated with such social media as Facebook, LinkedIn, etc. Usually in these social media individuals get acquainted with users which they may identify (by name or nickname), thus Identity is well supported by social networking platforms.

Due to the variety of social media platforms, it is often difficult to choose the necessary one which will be most helpful for certain communication goals. Many social media platforms have a wide range of different services which may both support business activity and at the same time distract from it. The approach which based on research of Kietzmann et. al. (2011) is useful in terms of an organization, because it allows to choose a social media type according to the functional task. Thus,

organization's members may use social media in their day-to-day activity and concentrate on their main functional goals.

Figure 15 demonstrates the findings regarding relations between social media types and social media frameworks:
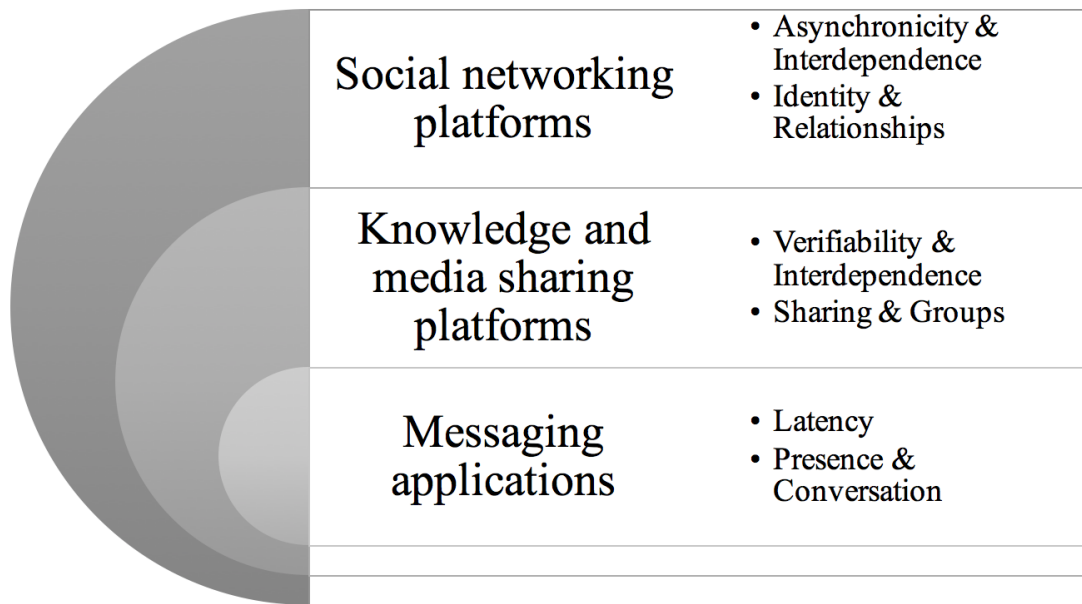

Figure 15: Relations between two social media frameworks (Kietzman et. al., 2011; McFarland & Ployhart, 2015) (own design)

It is possible to formulate the following subpropositions in accordance with the analyzed information:

SP1: Messaging applications tend to decrease latency.

SP2: Knowledge and media sharing platforms tend to increase verifiability and decrease interdependence.

SP3: Social networking platforms tend to increase interdependence and asynchronicity.

SP4: Presence and Conversation are the more relevant functional characteristics for messaging applications.

SP5: Sharing and Groups are the more relevant functional characteristics for knowledge and media sharing platforms.

SP6: Identity and Relationships are the more relevant functional characteristics for social networking platforms.

8.2. Internal communication

As was mentioned before, the development of IT and communication technologies brought instruments, such as social media, which can drastically affect the complexity of communication process. First of all, it is important to examine in general the effect of social media on all types of internal communication complexity. Taking into consideration the previously mentioned classification it is possible to make following assumptions regarding the impact of social media on the complexity:

- Cognitive complexity – IT infrastructure allows transferring and consuming information more efficiently, therefore social media may reduce cognitive complexity. Moreover, it becomes easier to analyze information from the different sources, as users can save it and mark as important. Other implications may include more sophisticated access to information, which can also be considered as a decrease in cognitive complexity.

- Dynamic complexity – social media can be considered as a means that may drastically decrease dynamic complexity, as different social media provide instruments to check all the communication processes and track the current state of the conversation. In addition, standards communication in the Internet, such as emails and chats, can also decrease complexity.

- Affective complexity – the Internet communication process is not limited to exchanging messages, but often it is the main way of conversation, and, as text is not as efficient in transferring emotions as personal presence, the affective complexity is also reduced. As non-verbal communication is not available for the members of conversation process, they have to express their feeling more clearly in the messages, which in its turn leads to more effective communication. However, such factors should be used carefully, as it is important to consider national cultural differences: different cultures tend to facilitate their own communication rules.

Now it is possible to consider and find the more appropriate type of social media for each internal communication complexity:

8.2.1. Cognitive complexity

This type of complexity assumes that the conversation means are influenced by intensive information exchange between many different participants with information which is incomplete or difficult to interpret. Using of social networking platforms, for example, Facebook, may decrease cognitive complexity by implementing the following technical and social features:

- using social networking platforms communication means such as chats, groups and others, where users can participate in a several on-going discussions simultaneously with little latency. Generally, it can lead to the incensement of the cognitive complexity level, but on the other hand, a user can choose themselves in which conversations they need to participate at the given point of time. It gives participants more flexibility and helps to surpass difficulties raised by the higher degree of cognitive complexity;
- reducing the information flow intense by filtering only relevant information from relevant sources, such as colleagues, departments, working groups and other information resources;
- decreasing the amount of time needed to find previous assumptions or views held by the communicators; by using search and history functionality it becomes easier to operate with increasing number of participants;
- unifying communication and information representations, which decreases complexity of information understanding, as all users are using the same interfaces. There is no guarantee that different individuals perceive information identically, but nevertheless, such way of communication at least provides access to the same information.

It is also important to consider the influence of other communication methods, apart from social networking platforms, on the cognitive complexity, such as blogs and microblogs. This type of communication means can affect the cognitive complexity by introducing faster information aggregation: users can observe only the relevant information and therefore the response time will decrease as people don't need to search through the whole information stream. Blogs and especially microblogs are information-efficient as the length of the post is limited and therefore the time needed to analyze and react to the information is shorter. At the same time, a blog is not

synchronous and is mostly person- specific, so users are usually communicating in a small groups and can react to different views accordingly.

Overall, cognitive complexity can be reduced by adopting social networking platforms and (micro)blogs: the right configuration and usage agreements can benefit the organization and communication in a company.

8.2.2. Dynamic complexity

Dynamic complexity assumes that the information flow is changing in time and it becomes difficult to track the communication process both in terms of informational insights and feedback from other participants. In addition, there exists a behavioral component, which makes it more difficult to adapt to the constantly changing behavioral patterns. Knowledge and media sharing communication systems may decrease the dynamic complexity by introducing the following features:

- focus on content and information provides support for information exchange, which is free from personal opinion of the participants and lowers the level of misunderstanding;
- feedback from the participants is grouped based on the object of conversation, has a possibility to save and track its history and therefore risks of misunderstanding are decreased;
- information objects are distinguished from the conversations about them, which allows users to have complete information about the current status of an object and participate in discussing it separately, as in a Wikipedia project.

As a result, dynamic complexity can be decreased, which can possibly lead to a more effective communication process.

8.2.3. Affective complexity

Affective complexity assumes that the conversation is influenced by the changing behavior of the participants. Messaging and communication applications may possibly reduce this type of complexity by introducing the following features:

- messaging applications are usually person-specific and therefore they decrease the amount of communication between one person and other participants. This allows users to share their opinion and exchange information without necessarily dealing with different types of feedback from other participants of the conversation;

- messaging applications make it possible to increase the speed of feedback which may reduce the latency of emotional perception of communication members;

- groups can be divided into chats, each of which has a specific theme, and therefore there is less random change in the behavior of the participants;

- messaging applications are self-efficient and don't require additional information flow from other sources, which can reduce dependency on other participants of the communication process.

Overall, affective complexity can be reduced by using messaging and commutation services, as they allow users to encapsulate information flow from behavioral aspects.

Figure 16 demonstrates the findings regarding social media and internal communication complexity:
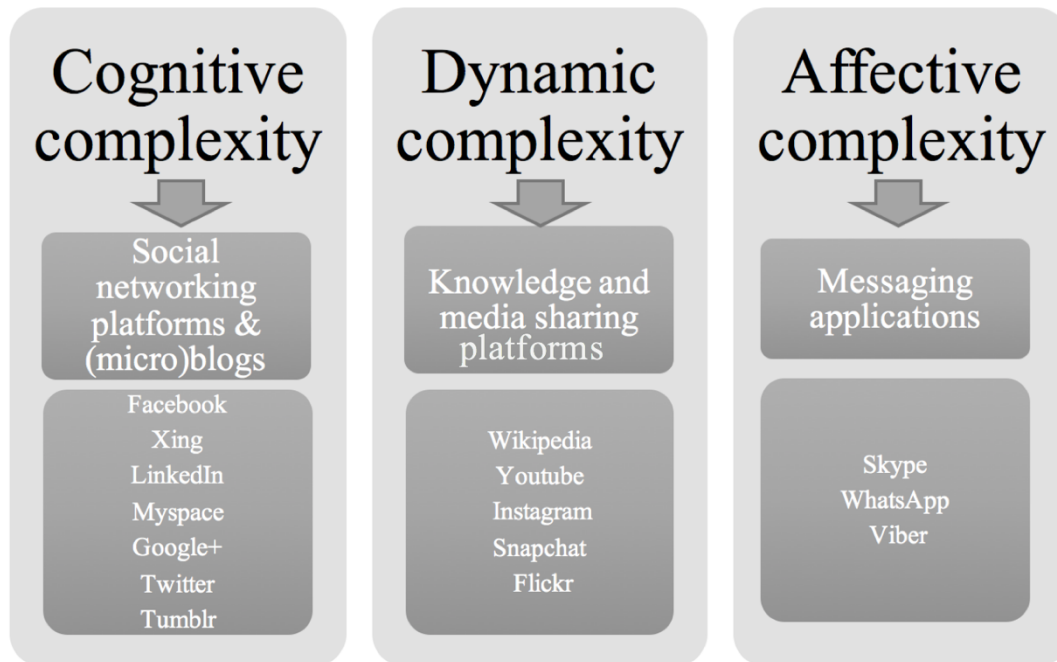
Figure 16: Relations between social media types and internal communication complexity types
(own design)

On the basis of the provided analysis it is possible to formulate the following subpropositions regarding the social media types which may reduce certain types of internal communication complexity:

SP7: Social networking platforms and (micro)blogs are the more appropriate social media for decreasing the cognitive internal communication complexity.

SP8: Knowledge and media sharing platforms are the more appropriate social media for decreasing the dynamic internal communication complexity.

SP9: Messaging applications are the more appropriate social media for decreasing the affective internal communication complexity.

8.3. Organizational culture

According to Weissmann's (2004) model there are four different types of organizational culture: family model, role model, taskforce and community. This section represents an attempt to find a well-supported social media type for each of these organizational culture types.

8.3.1. Family model

For the family model it is crucial to keep up the strong relationships between the members of organization, thus it is necessary to find such type of social media which can provide connection within a small and familiar community. It should be mentioned that affective internal communication complexity is important for this type of organizational culture, because the emotional component plays a pivotal role in both cases. In this instance it seems logical to consider messaging applications as a more suitable social media type, because they allow their users to add to their contacts and conversation only those people who are really related to a certain discussion. Moreover, a communication network seems very similar to a common family relation. At the same time messaging applications bring the same advantages as almost all social media platforms which are necessary for a successful business nowadays, such as information exchange anywhere and at any time. The employees working in such organizations are mostly competent and ambitious and they tend to think about each organizational task. Messaging applications provide their users with a possibility to organize important negotiations in advance (e.g. to check the audio and video quality). Due to the fact that family model organizations exhibit hierarchical structure, they tend to ascribe the status to the powerful parent figure (e.g. CEO). In this respect the messaging applications are also a good choice, because organizational executive managers can hold audio and video conferences which give them an opportunity to organize effective top-to-bottom communication.

8.3.2. Role model

Role model represents an organizational culture with strict order, which means that social media platforms that can be used in such an organization should be under the control of managers as much as possible. It is quite difficult to find social media that entirely meet this requirement, but in this instance (micro)blogs and also knowledge and media sharing platforms could be considered. An organization can have own blogs or/and microblogs, which demonstrate current news and recent trends. Such social media activity can be useful and interesting for both employers and employees.

In role model such factors as power, status and authority play an important role, therefore the CEO may have a (micro)blog in which he/she may share their vision and opinion about organizational activity in order to maintain own reputation. In their turn the employees may promote their working ideas, suggestions and wishes through organizational blogs and microblogs. Usually specific employees are engaged in creating, developing and editing the organization's blogs and microblogs and take the responsibility for the reliability of the provided information. It reflects a certain level of control which is of great importance for this organizational culture type. Moreover, knowledge and media sharing platforms may be a good support for the role model. With the help of this social media type it is possible to coordinate an effective information-sharing process in different forms (texts, photos, videos, etc.). At the same time, there is a possibility to organize tightly control over content (e.g. edit or delete information). Furthermore, knowledge and media sharing platforms are primarily designed to provide access to information and not to support discussions and dialogues between users. It is a good aspect for the role model as the lack of discussions may reduce the distribution of harmful and annoying opinions among employees and thus improve the working climate. In its turn healthy work environment allows managers to easier take the organization's activities under control.

8.3.3. Taskforce

Due to the fact that performance plays a pivotal role in this culture type, it is necessary to find social media through which all organizational members can share their thoughts and ideas freely in order to find the best solution. Moreover, the efforts and achievements of each employee should be visible. The opinions and vision of employees are important in the context of organizational activity. In this case, social networking platforms and (micro)blogs may be suitable for the taskforce culture type. Thus all users of these social media have equal rights not only within one community, but also within the whole platforms. Social networking platforms and (micro)blogs provide a great possibility for the employees' self-expression. Weissmann (2004) stresses the importance of individualistic values for this culture model, and in this respect both social media types offer unique platforms where each user may share his/her views, opinions, ideas and judgments. On the basis of the culture model name task is crucial, thus with the help of social networking platforms and (micro)blog the employees have an effective tool for sharing their intermediate and final task results.

8.3.4. Community

Community cultural type can be associated with knowledge and media sharing platforms, because users may use this kind of technology to organize themselves and create a knowledge base for both external and internal usage within company. There are no hierarchical restrictions in such sort of systems, so all users can contribute to the base, which is quite similar to the community cultural type description. Moreover, the access to the content is not restricted and distinguished from the actual discussion of the content: users can check the current state of the content as well as ongoing discussions. The main idea of knowledge and media sharing platforms is to provide the company with robust and up-to-date information, which can be accessed and edited by any employee. This highly correlates with the community cultural type and shares the same concepts: openness and free contribution to the system from any user in order to provide the community with impactful information and achieve common goals.

Figure 17 illustrates the findings regarding the relations between social media and organizational culture types:
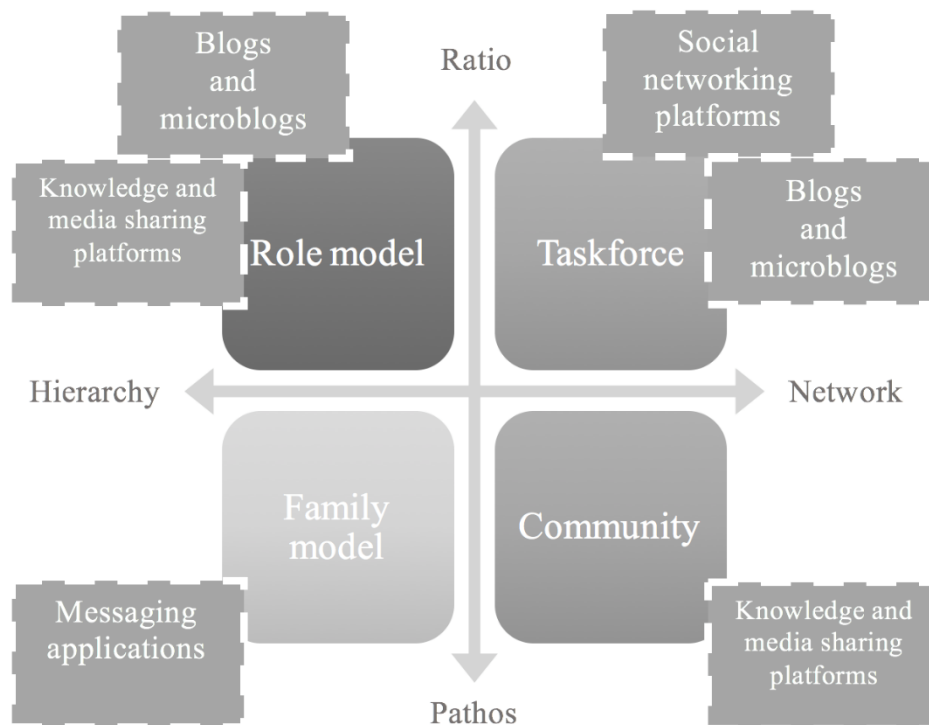

Figure 17: Relations between social media types and organizational culture types (own design)

It should be also noted that the ratio/pathos dimension also may influence the choice of social media in the context of organization. Specifically, organizations of a type that can be described as close to pathos dimension are often considered more open-minded and family-based, and therefore they may require closer relationships between employees. Personalized social media may fulfill this requirement and support the organization with such type of structure, as the employees can observe each other's personal activities and know what others are doing and expecting.

Organizations which are close to the ratio dimension can be described as more egocentric, and members of such organizations require more freedom in terms of dependency of the other people. Therefore, the assumption is that the less personal social media can help to retain the distance between employees, but at the same time provide the necessary level of the communication between users.

Hereby in accordance with the considered material it is possible to formulate the following subpropositions:

SP10: Messaging applications are the more appropriate social media for the organizations which are classified as "Family model" culture type.

SP11: Blogs and microblogs, as well as knowledge and media sharing platforms, are the more appropriate social media for the organizations which are classified as "Role model" culture type.

SP12: Social networking platforms, as well as blogs and microblogs, are the more appropriate social media for the organizations which are classified as "Taskforce" culture type.

SP13: Knowledge and media sharing platforms are the more appropriate social media for the organizations which are classified as "Community" culture type.

SP14: Organizations close to pathos dimension require more personalized social media.

SP15: Organizations close to ratio dimension require more impersonal social media.

9. Discussion

This chapter provides an overview of the results discovered in this master thesis. Further, the strengths and limitations of the study are discussed. Finally, the outlook for the future research is pointed out.

9.1. Summary

The main goal of this research was to identify the factors which determine when the use of every type of social media is beneficial for an organization. Thus the impact of social media implementation on organizational culture was considered. Moreover, it was necessary to analyze the importance of social media adaptation for the internal communication process within an organization. Therefore, the research was split into three research areas: internal communication, organizational culture and social media. In each of these parts, several frameworks describing research problems from the different points of view were examined. It was crucial for more detailed analysis, as each framework could capture features that were not represented in others. Such an example would be the internal communication chapter, where two frameworks were considered: Dov Te'eni (2001) and Welch and Jackson (2007). Dov Te'eni describes in detail the internal communication process and strategy. Moreover, he stresses the importance of the communication complexity, which influences the whole process. On the other hand, Welch and Jackson (2007) define internal communication process from the stakeholder perspective and emphasize the effect of the changing macro- and microenvironment on such process. As a result, combining these two approaches allowed to receive a more complex and dynamic view on the organizational internal communication process. Both frameworks make a point of the technology importance for the communication process development, despite the fact that the first framework was developed in 2001 (Dov Te'eni), when IT and communication spheres were not as closely related as nowadays. The consideration of both frameworks leads to the first well-developed proposition and the semantically correct research question.

Next step was to consider the appropriate frameworks in order to deliver the types of the organizational culture. Therefore, three organizational culture models were analyzed. Deal and Kennedy (2000) in their model mostly focus on the properties of the environment, whereas Handy & Harrison (1976; 1972) and also Weissmann (2004) concentrate more on internal factors.

Weissmann's model (2004) was picked for the further research and propositions formulation, as it represents a more sophisticated approach to describing the types of organizational culture. Moreover, this model allows to examine the difference in social media influence on hierarchical and network organizational types. In addition, the ratio/pathos dimension was used as a basis for subpropositions formulation, as it provides valid argumentation for the social media classification. Based on this part the second and third research questions were formulated along with the propositions.

For this master thesis, it was also important to analyze the social media concept: the history of development, characteristics, features and the most popular types. In this chapter two frameworks were considered: the first presents deep analysis on the traits of the social media (McFarland & Ployhart, 2015) and the second one provides insights on the functionality of the social media (Kietzmann et. al., 2011). After the analysis of these frameworks, two research questions were developed, supported by corresponding propositions. In addition, it was crucial to examine the adaptation of social media in regards to different organizational functions and their possible influence, both positive and negative.

It allowed to achieve the following results:

• aggregation of the previously described frameworks and propositions, development of a comprehensive view on the impact of social media;

• description of the social media sphere of responsibility in regards to the organizational culture: subjects and entities, which are involved from both social media and organization side, and their connections;

• development of the theoretical (sub)propositions which are delivered from the problematic of the master thesis in order to prove the analyzed frameworks.

Theoretical (sub)propositions, which are based on the research, are developed to be used in the further empirical research. Their role is to present a clearer and robust view on social media impact and to provide researchers with (sub)propositions, which can be used as a foundation for statistical

research. Bringing statically significant evaluation results will lead to more insights about the social media nature and may affect our understanding of its role in the organizational context.

9.2. Strengths and Limitations

The main strength of this master thesis is a deep theoretical analysis, which allowed to develop well-considered (sub)propositions and provide additional insights on the chosen topic. There was an attempt to make the statements about the relationship between social media use and organizational culture, in accordance with different types of internal communication complexity, organizational culture types, traits and functional characteristics of the social media platforms.

As for limitations, despite the theoretical analysis of the considered sources, several other authors and researchers exist who could also be considered as relevant to the research topic. It would be beneficial to consider additional sources to receive a more well-rounded outlook on the research area, but it was an attempt to pick more relevant sources for this master thesis.

9.3. Further Outlook

In the master thesis 9 propositions and 15 subpropositions were developed; therefore, it would be crucial to consider the empirical research in order to evaluate all the research questions. The further research can be done in form of a questionnaire provided for different organizations in order to receive the results and check (sub)propositions empirically.

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11. Indices

11.1.   List of figures

11.2.   List of tables

12. Appendix

12.1.   Abstract - English

As time passes we notice that each social stratum is constantly developing, evolving and increasing its own complexity. Social interactions and all existing means of communication are no exceptions, as they become more and more sophisticated and complex. Social media in modern days can be considered not only as an instrument but also as a force which is constantly shaping interactions between people. Considering this influence it becomes clear that social media are do not only implement the already existing social concepts but also interfere with them.

Therefore, the importance of social media adaptation becomes an important topic for many organizations. If this adaptation passes successfully, further use of social media within organizations may bring many benefits. Organizations possess not only material assets, but also human capital which involves both employees and connections between them. Social media can be deemed as an instrument that has to be improved to save this human capital for the future. The task of choosing the right tools therefor and evaluating their effectiveness continuously is very complex and should be based on theoretical and empirical studies.

To gain more insight into the set of problems, first of all, it would be helpful to analyze different social media types and their characteristics, and secondly, to determine the organizational context in which using them could be beneficial. For this reason, it was crucial to consider different types of the internal communication complexity (dynamic, cognitive, and affective) and of organizational culture (family model, role model, task force, and community) (Dov Te'eni, 2001; Weissmann, 2001). Thanks to the analyzed theoretical studies, it became possible to formulate research questions and corresponding (sub)propositions. The results which were achieved in this Master's thesis, can serve as the fundament for future theoretical and practical studies. They provide an insight into the correlations between social media and various, organizational cultures.

13.1.   Abstract - German

Im Wandel der Zeit erkennen wir, dass sich alle Gesellschaftsschichten fortwährend weiterentwickeln, und jede für sich dadurch an Komplexität gewinnt. Die sozialen Interaktionen und alle vorhandenen Kommunikationsmittel sind dabei keine Ausnahme. Diese werden immer ausgeklügelter und vielschichtiger. In der heutigen Zeit können Social Media nicht nur als Instrument angesehen werden, sondern auch als Kraft, welche ständig die Interaktionen zwischen den Menschen formt. Bedenkt man diesen Einfluss, wird einem klar, dass die Social Media nicht nur bereits existierende, gesellschaftliche Konzepte zur Anwendung bringen, sondern diese auch beeinflussen.

Deshalb gewinnt die Anpassung der Social Media innerhalb vieler Organisationen immer mehr an Bedeutung. Wenn diese Adaptierung erfolgreich verläuft, kann der weitere Gebrauch der Social Media viele Vorteile für die verschiedenen Organisationen bringen. Letztere verfügen nicht nur über materielles Vermögen, sondern auch über menschliches Kapital, welches beides, nämlich die Beschäftigten selbst und die Beziehungen unter Ihnen miteinbezieht. Social Media können als ein Instrument gesehen werden, welches es zu verbessern gilt, um das menschliche Kapital für die Zukunft zu sichern. Die Aufgabe, die richtigen Tools hierfür zu wählen und deren Erfolgswirksamkeit laufend zu bewerten, ist sehr komplex und sollte auf theoretischen und empirischen Studien beruhen.

Um mehr Einblick in die Problematik zu gewinnen, wäre es zuallererst hilfreich, die verschiedenen Arten der Social Media und deren Eigenschaften zu untersuchen, und weiteres die Rahmenbedingungen für ihre nützliche Verwendung innerhalb der Organisationen zu bestimmen. Deshalb war es entscheidend, die verschiedenen Arten der internen Kommunikation und deren Komplexität (dynamisch, kognitiv und affektiv) sowie die kulturellen Arten der verschiedenen Organisationen (Family Model, Role Model, Task Force und Community) zu berücksichtigen. (Dov Te'eni, 2001; Weissmann, 2001). Aufgrund analysierter, theoretischer Studien ist es möglich geworden, Forschungsfragen und entsprechende (Zwischen)Aussagen zu formulieren. Die Ergebnisse, welche in dieser Masterarbeit zusammengetragen wurden, können als Fundament für künftige, theoretische und praktische Forschungsarbeiten dienen. Sie ermöglichen einen Einblick in die Wechselbeziehungen zwischen den Social Media und den verschiedenen Organisationskulturen.