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**ENTERPRISE INTERNAL SOCIAL MEDIA
AN EXPLORATORY STUDY ON DIGITAL NATIVES' PERCEPTIONS**

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ABSTRACT

Enterprise internal social media, as it is currently delineated, emerged in the early 2000s enabling users to create, share, and consume content and participate in social networking. Given the success of social media in general and its increasing diffusion, more specifically into enterprises' internal communication strategy, this topic has also become necessary for organizational analysis. Internal social media offers many opportunities for organizations but presents, at the same time, many challenges, and understanding its impact is critical to implement and use these tools in corporate contexts effectively. On top of that, it is notorious that age and life stage are instrumental in how media is consumed. Given that digital natives are entering the labor market, the need to better understand this generation's fundamental and defining characteristics has intensified. As preferences of work and workplace are different for different generations, it is crucial to understand the preferences of digital natives to establish a proper channel of communication. This work proposes to ascertain digital natives' perceptions regarding enterprise internal social media use through an exploratory study. Through content analysis of in-depth semi-structured interviews, this research provides new insights into how internal communication on social media influences individuals and organizations and what are the implications for companies that wish to develop effective participatory communication by using internal social media, especially as it relates to the recently established digital natives labor force. The findings suggest a naivety that shields their perception of the organization's controlling power due to frontline trustworthiness feeling as a result of the company's projected culture and values and the professional immaturity of the generation combined to an optimist view over social media implications. Also, regardless of the consequences, they believe in a participatory culture naturally created on social systems that impose a high level of social media contribution within the company.

Keywords Internal Communication, Social Media, Digital Natives, Generation Z

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1 Introduction

Organizations are only as good as the people within them, and effective internal communication is a prerequisite for organizational success. Developing a workforce composed of people that communicate well, disseminate information appropriately, and work well together is among the most critical missions for managers worldwide. To facilitate effective and, more important, healthy communications, organizations need to provide their workforce with suitable communication tools and frameworks. Nowadays, internal communication is a widely accepted and well-established feature of any modern organization (FitzPatrick & Valskov, 2014). A contemporary popular academic definition of internal communication is the planned use of communication actions to systematically influence the knowledge, attitudes and behaviors of current employees (Tench & Yeomans, 2017).

In the new millennium, a new generation of workers and technologies shaped a novel communication way, using Web 2.0 tools in the workplace (McAfee, 2009). The shift to Web 2.0 can be characterized not only as a change in technology but also in ideology, from users as consumers to users as participants (Kaplan & Haenlein, 2010), and the user-generated content as the fuel that drives and populates media across the Internet (Obar & Wildman, 2015). Thus, enterprise internal social media as it is currently delineated emerged in the early 2000s, growing out of Web 2.0 principles and enabling users to create, share, and consume content and participate in social networking. Given the success of social media in general and its increasing diffusion, more specifically into enterprises' internal communication strategy, this topic has also become important for organizational analysis.

Although since the beginning of Web 2.0 potential negatives consequences of social media were raised, including within the organizational environment (Treem & Leonardi, 2013), in recent years, a criticism wave massively pointed the finger at social media and its adverse implications to the individuals and society. The term "dark side" of social media is usually referred to when addressing these negative aspects. As social media moved from private life into organizations, it is expected that

the same concerns that are increasingly at the center of discussions on social media will also affect organizations – if it is not already happening. Despite the many advantages internal social media tools offer, they are not immune to the ills (Baccarella et al., 2018). Thus, internal social media offers many opportunities for organizations but presents, at the same time, many challenges. With the increasing proliferation of internal social media, understanding its impact in and on organizations is critical to implement and use these tools in corporate contexts effectively.

On top of that, it is notorious that age and life stage are instrumental in how media is consumed. Indeed, the distinctiveness of a particular birth cohort is relevant as each generation creates its way of making meaning, infusing motivations, emotions, and values in their media practices. Given that Generation Z, in which firstborns are now reaching 25 years, is entering the labor market, the need to better understand this generation's fundamental and defining characteristics has intensified. This generation is the first cohort to have had Internet technologies readily available to use at a young age, meaning they never experienced life before the Internet. Therefore they are referred to as digital natives. However, there is an apparent paradox in the definition of digital natives, which assumes that being competent to operate in the new environment is the same as being fully satisfied there. Digital natives make excellent and effective use of online tools and resources but are also too aware of the trade-offs they make. Being natural does not mean being happy, content, or secure (Young and Åkerström, 2016). Digital natives individuals express uneasiness and pessimism about social media, or the way their data is used, having a twofold relationship with digital devices: they acknowledge the negative impacts of social media. However, they agree that the benefits of technology outweigh the risks (Deloitte, 2019).

As preferences of work and workplace are different for different generations, it is crucial to understand the preferences of digital natives. A proper channel of communication is established, and a good environment is created within the organizations. Indeed, recent research showed that digital

natives would, if they had a choice, quit their current jobs in the next two years showing that engagement of this cohort is already a challenge for organizations (Deloitte, 2019). The youngest cohort holds their expectations that are increasingly diffused in organizations, which will result in dramatic changes to communication and behavior. However, there is currently a dearth of research available in this respect (Dwivedula et al., 2019) despite, but also due to, the fact that the constituents and contexts of workplaces are changing rapidly. Moreover, so far, little is known about how communication on internal social media develops when introduced into organizations. Several calls have been made to increase research in how internal social media influences the organization (R. E. Rice et al., 2017). This work is a response to this call and, employing an exploratory study, proposed to answer the question: How do digital natives perceive enterprise internal social media use?

Therefore, based on ideas such as those presented by Orlikowski and Scott (2008) – that it is vital to move beyond separating technology from people, work, and organizations, and more importantly, that humans, organizations, and technology are assumed to exist only through their temporally emergent constitutive entanglement – analyzing young people's experiences in their lived contexts contributes to a deeper understanding of the embodied characteristics of this generation's media practices at the workplace. This research provides new insights into how internal communication on social media influences individuals and organizations and the implications for companies that wish to develop effective participatory communication by using internal social media, especially related to the recently established digital natives labor force.

This thesis is organized as follows. In the next section, the theoretical foundation of this research is provided. Then, the methodology used in this study is detailed. Next, results are presented and discussed. In the final sections, conclusions, implications, and limitations are presented, complemented by future research recommendations.

1.1 Research delimitation and justification

The research focuses on the organizational environment, more specifically internal communication and interrelated areas, such as organizational behavior and knowledge management. The gap that this research intends to fulfill, even if partially, is the investigation of novel aspects that social media's entrance brings to this context, from the perspective of the most recent workforce, the digital natives.

The decision to focus on social media use as a tool for internal communication in organizations, contrasted with social media use in general, was due to research suggestions that people's perception of the utility of technology is formed differently when that technology is used in the workplace rather than outside of it (O'Mahony & Barley, 1999). More specifically, Leonardi and Neeley (2017) recently stated that companies and managers' common mistake is a flawed assumption that Millennials would embrace internal social tools in the same way they do outside the workplace. This awareness was even anticipated in some academic references (Boughzala, 2016, 2014; Friedl & Verčič, 2011). Therefore, it is presumed that a similar generalization due to stereotypical digital native's use of private social media could lead organizations to misapprehend the implications of adopting social media for internal communications.

That said, the digital natives' cohort was selected for this research as the ingress of this generation in the labor market calls for increased familiarity, within both the academia and business, of its professional perceptions. This context foments the need for awareness of the organizational impacts that may occur because of the behaviors of digital natives vis-à-vis internal social media.

The research gap was ultimately confirmed by carrying out a bibliometric search in Web of Science base on April 20th, filtering articles in English, with a period of the last five years, in any location content. This period was chosen due to the contemporary nature of the theme, given that it is related to recent advents in technology and a present-day generation. The following combination of terms was

searched, trying to cover a range of existing terminologies. The results are presented in Table 1, and the analysis is following.

- i. Enterprise Social Media or Internal Social Media
- ii. Digital Natives or Generation Z
- iii. Combination of i. and ii.

Table 1

Bibliometric Study Results

	Terminologies	Results
i.	ESM or ISM	67
ii.	Digital Natives or Generation Z	507
iii.	ESM/ISM + Digital Natives/Generation Z	0

The search results show that there are a significant number of studies referring to Digital Natives or Generation Z. It is worth to remind that some author refers to Digital Natives but not necessarily considering the same born period of Generation Z, which could imply in a lower number of studies for the specific cohort of this research. Similarly, the term Enterprise Social Media is occasionally used to refer to an organization's external platforms, which could imply an even lower number of studies for internal communication. Even not accounting for these ponderations, the search results corroborate the research gap, primarily because studies with the association of terms were not found. Indeed, in a recent bibliometric study, Dwivedula et al. (2019) consolidated the literature on Generation Z employees, presenting a total of 19 peer-reviewed articles, and pondered that research on digital natives at the workplace is sporadic.

1.2 Objectives

The research objective is to ascertain digital natives' perceptions regarding the use of enterprise internal social media. In order to answer the research question, the following specific objectives were established:

- Explore interviewees interaction with social media outside of the work environment;
- Explore the nature of the interaction between the interviewees and internal social media;
- Explore digital natives' perception of employees' work-life balance and how internal social media may affect it;
- Explore digital natives' perception of aspects related to internal social media and information sharing and knowledge management;
- Explore digital natives' perception of internal social media impact on internal communication;
- Explore digital natives' perception of corporate surveillance associated to internal social media.

2 Literature Review

To review the literature for this research, an exploratory bibliometric study was developed. Academic literature, including concepts, theories, and contributions from recent studies that intertwine social media, digital natives, and organization internal communication were gathered and are presented and discussed. The pragmatic field references were also included to contribute with practical observations and support managerial contributions from this research.

The process of gathering academic publications consisted of consulting the most recent studies up until June 2020, mainly related to digital natives, organizations, and internal social media, followed by assessing the references used in these studies. Thus, it was possible to cover a wide range of references in several areas of research.

The literature review of this study is organized as follows. First, a brief overview of social media and digital natives is presented to explore the context in which this research is performed. Research on the entrance of digital natives into the labor market is also uncovered to contribute to this subject's background. Following, the literature on internal social media is presented to provide the definition and a brief history of the theme, followed by a compilation of recent studies on various research areas within internal social media.

2.1 Social Media, the Bright and Dark side

Over the last decade, social media has introduced substantial and universal changes to communication between individuals, communities, and organizations, emerging as both business and social phenomena and being a central part of contemporary digital life worldwide. While these tools are not the first genre of technology designed to enable social interaction, they have been taken up around the globe unprecedentedly, revealing the extraordinary nature of social media (Boyd, 2015).

As defined by Kaplan and Haenlein (2010), social media is a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0. This term was first used in 2004

to describe a new way software developers and end-users started to utilize the World Wide Web. Web 2.0 became a platform whereby content and applications are no longer created and published by individuals but are continuously modified by all users in a participatory and collaborative manner. In other words, social media allow the creation and exchange of user-generated content.

Scholars have thus embarked on a journey to investigate social media.

For example, Kaplan and Haenlein (2010) distinguished social media types relying on self-presentation/self-disclosure and social presence/media richness characteristics of the suggested categories: collaborative projects, blogs, content communities, social networking sites, virtual game worlds, and virtual social worlds. Later, Kietzmann et al. (2011) introduced a framework to define social media using seven functional building blocks: identity, conversations, sharing, presence, relationships, reputation, and groups, presenting various opportunities afforded by this technology. Seven years later, the same framework was presented, but to explain each of the seven functional building blocks' dark side implications, such as cyberbullying, addictive use, trolling, online witch hunts, fake news, and privacy abuse (Baccarella et al., 2018).

Therefore, although its history is still relatively short in temporal terms, social media has permanently entrained people's lives and affected them both positively and negatively. The way social media is consumed has also significantly evolved over the last decade, reflecting changes in how, why, and when people use it.

2.2 Generation Z, the digital natives

The theory of generations by Karl Mannheim defined a generation as a group of individuals of similar ages whose members have experienced a noteworthy historical event within a set period (Mannheim, 1952). In the social sciences, the word generation is also often used synonymously with a cohort, a group of individuals born during the same time who are presumed to be similar as a result of a

set of historical events and related phenomena that creates a distinct generational gap (Parry & Urwin, 2011).

The usual well-known generations, which are frequently referred to in different contexts, are shaped, in part, by Strauss–Howe generational theory and are rooted in notions of Western (mainly American) economics and history. These generations are shaped by the context in which they emerged: Baby boomers (1946–1964), Generation X (1965–1980), and Millennials or Generation Y (1981–1994) (Taylor & Keeter, 2010). In terms of the years in which individuals were born, the precise definitions of these groups exhibit some variation between studies. However, in each case, grouping individuals within these generations are motivated by the belief that they each share a different set of values and attitudes due to shared events and experiences (Parry & Urwin, 2011).

There is a new well-defined generation separated from its predecessor, Millennials, in which firstborns are now reaching 25 years. This generation is the first cohort to have had Internet technologies readily available to use at a young age, meaning they never experienced life before the Internet. Researchers typically use the mid-1990s to mid-2000s as the starting birth years and use different names for describing this current young generation: Generation Z, Generation of Internet, Net Generation, iGeneration. They are also often labeled as Digital Natives – from earliest youth, they have been exposed to the Internet, mobile systems, and social networks. That context has produced a hypercognitive generation very comfortable with collecting and cross-referencing many sources of information and integrating virtual and offline experiences (Francis & Hoefel, 2018).

During the last years, several surveys intended to describe digital natives' beliefs and behaviors and, in general, similar descriptions of the cohort are presented (Duffy et al., 2018; Francis & Hoefel, 2018; KPMG, 2018; O'Boyle et al., 2017; Pearson, 2018; Villa et al., 2020). As an example, a recent survey carried out by Deloitte (2019) showed that digital natives individuals are expressing uneasiness and pessimism about their careers, their lives in general, and the world around them. They express a

substantial lack of faith in traditional societal institutions, including mass media, and are pessimistic about social progress. They are also not particularly satisfied with their lives, financial situations, jobs, government, and business leaders. They do not think highly of leaders' impact on society, their commitment to improving the world, or their trustworthiness. In general, they are expected to patronize and support companies that align with their values. They will not hesitate to lessen or end relationships when they disagree with companies' business practices, values, or political leanings.

Therefore, this young generation seems to be different from previous generations at its core. Likewise, the study, work, relate to information and interact with each other in a particular way, often virtually.

2.2.1 Social Media and Digital Natives

Digital natives' choice of media is also different, emerging video-based platforms as the preferred of this new generation (Anderson & Jiang, 2018). Whereas video content is increasingly popular across all age groups, younger viewers are especially drawn to a video-centric approach to the Internet. Facebook is still the most-visited website across all generations; however, digital natives favor YouTube. According to a recent study by Pew Research, 85% of teenagers use the YouTube platform (Anderson & Jiang, 2018). The type of information that can be found on YouTube is different and broader than what is available on Facebook, and that influences how and what is accessed by digital natives. In terms of content, nearly 60% of digital natives prefer learning on YouTube to learning through apps, textbooks, or group activities (Pearson, 2018). Furthermore, according to a study by Ipsos, 80% of teenagers stated that YouTube has helped them become more knowledgeable, and almost 70% claim that it has helped them gain skills that will be an asset to their future (Duffy et al., 2018). This suggests that digital natives embrace informational topics on social media that expand their knowledge of political issues and social change.

However, there is a consensus that digital natives are not only seeking didactic, instructive, and educational subjects on social media platforms. They also use them to decompress and get their minds off of the things that are causing stress. Whether they are watching videos related to hobbies, learning something new, or browsing products, this generation turns to social media platforms for 'feel good' content that offers an escape from the burdens and mundanities they deal with daily. According to Villa et al. (2020), 97% of digital natives use some video streaming platform on a typical week. Digital natives seek an immersive web experience that revolves around open exploration, visual creativity, and rewarding interactions. The digital familiarity affords that young users can more actively and intuitively explore content.

Nevertheless, as Young and Åkerström (2016) discussed, there is an apparent paradox in the definition of digital natives, which is to assume that being competent to operate in the new environment is the same as being fully satisfied there. Digital natives make good and effective use of online tools and resources but are also too aware of the trade-offs they make in terms of personal privacy and accountability. Being natural does not mean being happy, content, or secure – the changes the individuals are experiencing are too rapid, leading to a future too uncertain. For example, the survey mentioned above carried out by Deloitte (2019) also showed that digital natives express disquiet and distrust about social media or the way their data is used. Because of these beliefs, and also because digital natives understand that social media can also be used with malice, digital natives have a twofold relationship with digital devices and social media: they acknowledge the negative impacts of social media but agree that the benefits of technology outweigh the risks, for example, associated with sharing personal data.

The rise of digital natives and, in parallel, the rapidly changing scenario of social media presence to organizations a unique context on the horizon. Given that they are entering the labor market, the need to better understand the fundamental and defining characteristics of this cohort has intensified. As

preferences of work and workplace are different for different generations, it is crucial to understand the preferences of digital natives so that a proper channel of communication is established and a good environment is created within the organizations. Understanding them will be critical for companies to succeed in the next decade and beyond (P. Young & Åkerström, 2016).

2.2.2 Organizations and Digital Natives

In the late 1990s, Don Tapscott addressed how children who were growing up and being educated in an environment heavily influenced by the Internet would set the political, economic, and cultural agenda as adults (Tapscott, 1998). A decade later, the author addressed how the pioneering of that hyper-connected generation transformed the world (Tapscott, 2008). In the same year, Palfrey and Gasser (2008) also started discussing what lied ahead – socially, professionally, and psychologically for this generation. Henceforth digital natives are markedly entering the workforce, a change which is commonly referred to as Workforce 2.0 or Talent 2.0 (O'Boyle et al., 2017). This marks how the organization of work and the relationship between employers and workers has changed from traditional understandings – and will keep changing. To accompany this change, organizations must rethink ways to attract, manage, and retain digital natives' talent by strategic workforce shaping. Hence, employers need to carefully watch and redesign their strategies to engage effectively, motivate, and develop this group, as they have no choice except to accept this new generation (Chillakuri & Mahanandia, 2018; KPMG, 2018).

In recent years, several web-based publications such as Randstad (2019) intended to describe digital natives' beliefs and behaviors vis-à-vis the work environment. Similarly, similar descriptions of the cohort are presented, mainly based on market consultancy surveys and practical field observations. According to these sources, transparency, self-reliance, flexibility, and personal freedom are non-negotiable aspects of digital natives' work ethics. Digital natives prefer to work for a leader with honesty and integrity and for an organization that demonstrates genuine ties with the community and social

responsibility. They also expect to be informed, be allowed to be responded to, and have their responses heard and acknowledged. In other words, they desire the managers to listen to their ideas and value their opinions. They prefer a work environment that cultivates mentoring, learning, and professional development opportunities, with enough independence to prove themselves and earn immediate recognition, which encourages their entrepreneurial skills. In terms of communication, digital natives value face-to-face communication above all other forms, including emails and social networking. However, this is not to say that they prefer in-person communication all the time. Anyhow, they are expected to explore more in-person face-to-face communications and virtual face-to-face communications where full sight, sound, and motion can enhance their communications at work (Randstad, 2014).

In parallel, academic researchers embarked on the journey to study digital natives within the work environment. In a recent bibliometric study, Dwivedula et al. (2019) consolidated the literature on Generation Z employees, presenting a total of 19 peer-reviewed articles, and pondered that research on digital natives at the workplace is increasing, although being still sporadic. The articles presented in the research mentioned above and further literature gathered to demonstrate that the findings align with the market surveys. Studies on perceptions of career aspirations and ideal workplace indicated that digital natives value the social environment and expect a supportive work environment, mentored by superiors and supported by co-workers. Also, they have a constant need for development and career advancement and prefer in-person feedback on performance. Besides, they have a strong need for security and stability and generous pay, better benefits, and financial rewards. Lastly, they look for upward mobility, flexibility, and work-life balance (Berge & Berge, 2019; Fratričová & Kirchmayer, 2018; Goh & Lee, 2018; Iorgulescu, 2016; Lanier, 2017; Lazányi & Bilan, 2017).

Because of the increase in the share of digital natives' labor in the workforce and their particular expectations, beliefs, and behaviors discussed above, it is expected that this younger birth cohort will

also set the agenda for new communication media within organizations based on their perceptions and aspirations concerning the career and the workplace, as well as non-work experiences with the Internet in general and social media more specifically.

2.3 Organization Internal Communication and Social Media

According to Yaxley and Ruck (2015), internal communication is placed in the late nineteenth and early twentieth centuries within the increasingly industrialized society. Its advent was based on the need to replace the loss in personal contact between employer and employee with written publication as a means of communication between the organization members. Thus, by referring to prominent academics such as Roger D'aprix and Wright, the authors present how internal communication evolved since its origin, as summarized next.

Internal communication lay in publications written by and for employees in its roots, which were known and distributed as house organs. Later, these publications started to be edited with a journalistic approach. Industrial editors used a paternalistic method to sell companies' policies to employees at the expense of employee involvement. Today many organizations continue to overemphasize one-way communication that represents the management position only and fail to give employees the voice they expect. However, this approach started to be challenged, especially from the 1970s, when the literature on internal communication started to emphasize human relations, promoting interpersonal rather than mass media. In the 1980's academics often reinforced the importance of internal communication as a management tool, although pointing out that it often remained an afterthought. In the '90s, internal communication was becoming more established, and the connection to employee engagement emerged. The literature then claimed internal communication practitioners act as agents of change, making organizations communicate honestly on topics considered important by their workers. In the first decade of the new millennium, a greater understanding of employee engagement emerged, and the technologies that were transforming the way people communicate externally were introduced

inside organizations, and internal social media-enabled communication by employee for employee, resembling the origins of internal communication (Yaxley & Ruck, 2015).

Nowadays, internal communication is a widely accepted and well-established feature of any modern organization (FitzPatrick & Valskov, 2014). A contemporary popular academic definition of *internal communication* is the planned use of communication actions to systematically influence current employees' knowledge, attitudes, and behaviors (Tench & Yeomans, 2017). As mentioned above, over the last years, internal communication has moved to an engaging, collaborative and relevant framework, mainly led by social media platforms' introduction into the organization's internal communication strategy. The following sub-sections address a wide range of information related to internal social media, including its definition and history and related recent academic research on different organizational processes influenced by it.

2.3.1 Internal social media definition, evolution and academic advancement

Technologies have always driven the way organizations to communicate. For example, the introduction of the printing press introduced the notion of mass media, which forever changed face-to-face communication. Since the 1960s, computer and network technologies have had a great impact on organizational communication, and in the early 1990s, the world witnessed the introduction of email to the business (Holtz, 2011). Inevitably, a new generation of workers and technologies forged a new way of communication, using Web 2.0 tools in the workplace.

In the past decade, the term Enterprise 2.0 was coined to describe the deployment of Web 2.0 tools, practices, and philosophies by organizations with the belief that an imminent social revolution was about to transform corporations (Fraser & Dutta, 2008; McAfee, 2006, 2009). Other terms have been used to refer to Enterprise 2.0, normally composed by a business word as Organizational/Enterprise/Corporate followed by Social Network/Social Media, or simply internal social

media, to refer to web-based communication channels or platforms such as blogs, podcasts, wikis, chat rooms, discussion forums, RSS feeds, web sites, and social network (Fraser & Dutta, 2008).

Broadly speaking, social media in organizational contexts are used for two different purposes. The first end, and more commonly studied, is for organizational communication with external stakeholders, such as customers, vendors, and the public in general. The second end, and the focus of this research, is for internal communication and social interaction within the enterprise, operating as a collaborative platform, therefore differing from traditional computer-mediated communication technologies, operating as channels, like email, teleconferencing, intranets, and person-to-person instant messaging (McAfee, 2006).

The emergence of social media for internal communication has initially occurred through the use of technologies deployed publicly on the web like Facebook and Twitter (Grudin, 2006; McAfee, 2006). Presently, integrated social media platforms for internal communications contain several functions. Embedded within the platform, there are individual tools, blogs, and wikis, as well as features through which social tagging and document sharing can happen (Leonardi et al., 2013). In order to illustrate a contemporary internal communication platform, an example from a software provider (Microsoft) is presented in Figure 1. The scheme represents the different applications in different levels of the audience but under the same collaborative framework.

Figure 1 Example of contemporary internal social media platform



From: "Where work gets done - A new loop analogy for modern work" of Grissom (2018).

With the emergence of internal social media, several authors have embarked on a journey to write about it, as presented henceforward. Given the way it entered organizations, initial studies presented case studies on specific tools from public social media or private systems used by the organizations. Later, some authors proceeded to study social media platforms that were being implemented by organizations (Grissom, 2018).

For example, the study on corporate use of Facebook by DiMicco and Millen (2007) revealed difficulties in simultaneous usage of a single site for both professional and non-professional use. Also, Skeels and Grudin (2009), referring to social capital theory, appointed tensions on workplace use of Facebook and LinkedIn, such as the risk of information disclosing and crossing boundaries within personal and work spheres, as well as hierarchically.

Other studies have focused on blogging. Huh et al. (2007), from a preliminary investigation into an internal corporate blogging community, identified a number of ways that blogs were used as a place to share expertise and acquire tacit knowledge and for social interaction and collaboration. Efimova and Grudin (2007) studied emergent blogging practices in a corporate setting and indicated implications, for example, on blog author exposure and intellectual property rights related to the blog content. Similarly, Zhao and Rosson (2009) pointed out issues related to the use of Twitter for informal communication at the workplace, for instance, security on an explicit discussion of business-sensitive information, integration of work and social life, and information overwhelming without filtering.

Specifically about wikis, Majchrzak et al. (2006) intended to categorize users and indicated that benefits from wikis use were more likely perceived when work tasks required novel solutions rather than routine tasks. Danis and Singer (2008) described the introduction of a wiki-based application in an organization and raised differences between enterprise and non-enterprise use such as power relationship and ownership of the content reflects on the reluctance to modify others' content.

Among the available literature on in-house social media applications, Geyer et al. (2008), referring to social capital theory, analyzed the use of shared lists in an enterprise social networking system and realized that its use for work-related content was limited and the platform was mostly used for personal content. DiMicco et al. (2008) also mentioned social capital when looking at motivations for social networking use at work, concluding that patterns of use and user motivations inside the enterprise differ from users of private social network sites. Additionally, Brzozowski (2009) argued that employees would participate in online communities if they were able to derive some reward – whether it be social capital, self-satisfaction, recognition for their efforts, or a positive impact on their performance evaluation – so long as they perceive the likely benefits outweigh the effort required. Still, in the topic of social capital, Steinfield et al. (2009) explored the relationship between various dimensions of organizational social capital and the use of an internal social network site and appointed

that there are associations between types of usage of internal social media and the different types of social capital.

With an increased focus on the impacts of internal social media uses on organizations, Leidner et al. (2010) described how a social media tool was used as part of a new Millennials employees assimilation program and highlighted challenges such as the balance between social and work, and isolation of middle managers. On the same line, Holtzblatt and Tierney (2011) suggested strategies for monitoring and measuring the effectiveness of social media impact on an existing innovation process within the context of a business strategy. Likewise, Wen et al. (2012) investigated the impact of the use of multimedia in enterprise social networks on employees 'performance.

Remarkably, the majority of these studies were sponsored by software companies, such as Microsoft and especially IBM, which triggered investments in technological research in the social networking area (Sena & Sena, 2008). Indeed, many of these studies provided detailed descriptions of how people were using a specific tool in a particular organizational context, focusing on the design of new media. Although this theoretical review favored underlining findings related mainly to concerns around the applications, it was observed that the authors usually reinforced the benefits of the usage instead of the difficulties. In a similar literature review, Leonardi et al. (2013) acknowledged that these studies had little focus on the implications of internal social media use for organizational action. Moreover, it is worth mentioning that these studies rarely relied on a solid theoretical foundation to corroborate or oppose findings from the practical field, except for few references to social capital, for instance.

At this same time, publications from market consultancy companies such as McKinsey and Deloitte increasingly reported the growing trend of social media use in organizations (Bughin et al., 2017; Bughin & Manyika, 2007; Hajj, 2015). Year by year, reports from these companies continuously

provided information from the practical field and suggested tendencies, usually highlighting the benefits and challenges of internal social media from managers' perspectives.

Favorably, meanwhile, academic studies advanced more systematically to the matter of implications related to the use of social media in organizations, as well as possible guiding theories or frameworks that could explain its use. Generally, internal social media provides members in organizations with an opportunity to communicate and to share knowledge, voice an opinion, and connect with fellow coworkers and thus has implications in many organizational processes. Therefore, resulting from the inventory gathered for this research, it was observed that contemporary most prominent literature in the academic field covers eminent theories from the psychology and sociology fields, as well as communication and technology theories, meanwhile looking for specificities related to internal social media (Madsen, 2018).

Broadly speaking, studies are for the most part exploratory, and investigations concerning internal social media and organizational processes are related mainly to three areas, as well as an interlace of them: (1) internal communication, (2) knowledge management, and (3) impact on human resources management, such as individual's power process, engagement, and performance. Although internal communication, knowledge management, and human resource management are not organizational silos, the categorization of research into one of these areas is proposed for systematic analysis of the literature, similar to the organizing processes suggested in Leonardi and Vaast (2017). Usually relating to one of these areas, scholars started to dedicate themselves to the internal social media research, seeking a guiding theory or framework that could better explain social media usage in the organizational environment.

In the next sections, a representative portion of recent studies related to internal social media is presented to provide an updated and comprehensive understanding of the current state of social media in organizations reported in the academic literature. Frequently, these studies on internal social media

refer to existing theories related to the above-mentioned areas (internal communication, knowledge management, engagement, etc.) while looking to internal social media particularities, or in other words, affordances. In this way, a brief overview of the academic literature on internal social media affordances is offered in a separate item below. Following, the studies are categorized into the referred areas. Lastly, references on internal social media in light of digital natives are presented.

2.3.2 Internal social media affordances

Initially, by referring to Gibson (1986) formulations regarding affordances and the relation to materiality, as well as the genre of research – socio-materiality – proposed by Orlikowski and Scott (2008), and previous studies on technology linked to social practices, Treem and Leonardi (2013) suggested an affordance approach for internal social media which focuses attention not on any particular technology, but on the types of communicative practices that various features afford. An affordances perspective represents a relational approach to understanding how people interact with technology. Therefore, based on the idea that social media afford new types of behaviors that were previously difficult or impossible to achieve before these new technologies entering the workplace, the authors suggested four affordances enabled by internal social media – visibility, persistence, editability, and association – that could influence many of the organizational processes, more specifically socialization, knowledge sharing, and power process. Continuing stressing on visibility and persistence affordances, Leonardi et al. (2013) presented broad metaphors for describing the role that social media play and the implications (advantages and disadvantages) for common processes within organizations.

Since then and until now, a series of studies have confirmed and expanded this approach. More specifically, continuing the research line, visibility becomes the core affordance of internal social media, and Leonardi (2014) presents a latent theory of communication visibility concerning knowledge sharing and innovation. Following on, Flyverbom et al. (2016) discuss transparency, secrecy, opacity, surveillance, and disclosure as part of a family of visibility practices to address the dynamics and

ambiguities of visibility management in the digital age. Additionally, Stohl et al. (2016) offer a conceptualization of visibility as a combination of three attributes: availability of information, approval to disseminate information, and accessibility of information to third parties. Lastly, Treem et al. (2020) propose a theory of communication visibility in computer-mediated communication that recognizes its multidimensional nature: resulting from activities that make communication visible, efforts by actors to see communication, and a socio-material context that influences possibilities for visibility.

On the other hand, Evans et al. (2017) investigated how affordances terminology is used in empirical research on communication and technology and identify three inconsistencies regarding the use of this term. First, much research describes a particular affordance without engaging other references addressing that affordance. Second, several studies identify lists of affordances without conceptually developing individual affordances within those lists. Third, the affordances perspective is evoked in situations where the purported affordance does not meet commonly accepted definitions. The authors present a set of criteria to aid scholars in evaluating their assumptions about affordances and to facilitate a more consistent approach to its conceptualization and application. Following on this theme, Rice et al. (2017) intended to contribute to the affordance theory by explaining the conceptual foundations of organizational media affordances, considering them as organizational resources rather than assessing each affordance in a one-to-one relation to a specific medium, developing operationalizations of a central set of affordances useful for surveys and interviews, and assessing how the use of various organizational media at three organizational levels – interpersonal, group, and organizational – is associated with those affordances. Also, the authors expand to six reliable and valid organizational media affordances: pervasiveness, editability, self-presentation, searchability, visibility, and awareness.

Thus, although evolution in terms of the affordance's theory can be perceived, there is still a call for further research concerning internal social media to consolidate the existing theoretical propositions and to expand the understanding of its practical implications to organizations.

2.3.3 Internal Social Media in Light of Internal Communication

A review of the literature offered henceforth reveals that research on social media in light of internal communication is a mix of non-deliberated inferences like the promise of more symmetrical and collaborative communication, and rational arguments about benefits, challenges, and structural fundamentals, as well as exploratory studies assessing the real implications of internal social media. In short, many scholars appoint to a likely revolution on internal communication due to social media use in enterprises, capable of radically changing the organization. The incipient for this impression is the belief that social media affords the takeover of the means of communication by the employees, fomenting the dilution of top-down and bottom-up communication channels, moving to horizontal and visible communication, as idealized by Grunig and Hunt (1984) in the two-way symmetrical model. In so doing, internal social media enable opportunities and challenges across different areas of the organization, subject of discussion by researchers in recent years, as presented below (Miller, 2016).

A decade ago, a global survey by Melcrum was carried out across internal communicators practitioners about the use of social media for internal communication, confirming that the theme was already spreading on communication professionals while emerging on organizations (Melcrum, 2010). Also, by a Delphi study with communicators, Verčič et al. (2012) found that social media was considered the hottest issue in internal communication. Even so, Ruck and Welch (2012), via a review of academic studies, concluded that internal communication theory and assessment had not caught up with the impact of social media within organizations. Posteriorly, Rice and Leonardi (2014) still made a call for studies of information and communication technology use in a corporative context considering the role that social media tools play in organizational members' communication patterns and practices.

Despite the lack of research on the theme, at this time, social media for internal communication started being included in business school programs (Young & Hinesly, 2020). Likewise, internal communication books commenced incorporating chapters focused on social media, in general, arguing that the real consequences of its use were unclear, as seen in Semple (2016). Similarly, Heide (2015) highlighted the lack of research with a more critical and reflexive approach when it comes to internal social media and defends the idea that organizations were slow to embrace social media in their internal communication, linking it to the fear of visibility by co-workers and also democratization – a leaders' belief that transparency increased access to information and boosted communication among organizational members could challenge existing power structures. Miller (2016) considered that the potential advantages of social media for internal communication, such as openness, collaboration, and engagement, are evident. However, the author appointed some threats, like the drainage of business resources, both in terms of time and network bandwidth. Additionally, Men and Bowen (2017), although pointing out that social media can help personify the organization and blur internal communication hierarchies, supported some reasons for organizations avoidance, such as risk aversion and lack of social strategy. The authors defended social media positiveness, like communication transparency and authenticity, although mentioning that the overall cost-effectiveness of internal social media remained inconclusive.

Even though the lack of academic studies on actual communication on internal social media is still prominent, there are a few studies that, by means of theoretical foundation and/or empirical studies, attempt to increase comprehension about internal social media framework and its implications to the organization (Madsen & Johansen, 2019). Frequently, these studies on social media in light of internal communication refer to existing internal communication theories such as employee voice and silence and organizational dissent while looking to internal social media affordances, as presented below.

Internal communication studies on the corporate intranet are the root of studies on internal social media since the technological advances in intranet systems initiated the shift of organizational communication from conventional channels to platforms. One of the first studies on internal social media communication investigated its effect on the rhetorical practices of senior managers, and it found that social media enabled and facilitated the shaping of organizational rhetorical practices by its multivocality and co-production of content (Huang et al., 2013).

However, corroborating Heide (2015) idea that the expectations concerning social media users were not exactly taking place in the organizations to an imagined degree, at the same time, Martin et al. (2015) conclude, based on the signaling theory, that while social media may be introduced within an organization with the intention of increasing employee voice, this will not necessarily be the actual outcome. According to the study, social media are likely to enhance socially constructive employee voice for only some, and principally among those groups that were initially predisposed to its adoption.

Moreover, Verheyden (2017), using network gatekeeping theory from Barzilai-Nahon's, found that internal social media tools affect the gatekeeping role of internal communication. Later, Verheyden and Cardon (2018) concluded via a study with internal communication professionals that the introduction of social media in the context of internal communication did not result at the end of the gatekeeper. The study reveals traces of internal communication professionals' attempts to control employees' behavior on social media by means of filtering, monitoring, and rule-setting, resulting in little space for the development of employee voice initiatives.

Also, considering that even if internal social media makes democratic and participatory communication possible, this does not necessarily cause organizations to use it for that purpose, Madsen (2018) studied the participatory extension of internal social media. Based on the theory of employee voice and silence, the theory of social media imagined audience, and the rhetorical arena model from crisis communication, the author argues that internal social media can create three types of

communication arenas, dependent on a complex blend of organizational factors. There is the quiet or empty arena in which internal social media is used primarily for one-way communication from one or more departments, or it is not used at all. Then, there is the knowledge-sharing arena in which internal social media evolves a multi-directional communication used primarily to share knowledge. Finally, there is the participatory communication arena in which internal social media affords a multivocal communication for many different voices interacting and communicating not only about tasks, products, and customers, but also about organizational strategy and identity, and in which coworkers perceive that they have a license to critique. Thus, the purpose of the knowledge-sharing arena becomes to engage coworkers, whereas the purpose of the participatory arena is to empower coworkers.

Following on, also based on the theories of a spiral of silence and organizational dissent, the case study of Madsen and Johansen (2019) demonstrated that visibility and persistence of communication on internal social media might foster a spiral of voice, at least in organizations with an open communication culture and managers who are receptive to employee voice. Internal social media provides employees with a powerful communication opportunity in the organization, enabling them to gain support from coworkers through likes and comments and thus, to create a spiral of voice concerning a specific issue or problem. The visibility of the media puts pressure on support staff and middle and senior managers to answer questions from the employees. However, if the critical issues raised on internal social media are explained and dealt with in an appropriate way, the spiral of voice can contribute to an open communication culture and lead to a more robust organization.

Therefore, based on the literature, it is seen that, although there is an indication of internal social media as a more symmetrical communication platform that potentially enables employee voice increasing, the real benefits and challenges of its implementation within organizations are directly impacted by organizational culture and its role as a significant moderator. Furthermore, there is still a

lack of theories and models that specifically address internal social media in light of internal communication.

2.3.4 Internal Social Media in Light of Knowledge Management

The development of the theoretical foundation for this research has demonstrated that knowledge management is the most referenced organizational process associated with the use of social media in organizations, not only in the academic literature but also in business reports. It is noticeable that the positive impact of internal social media implementation within organizations is more tangible concerning the knowledge management processes. Accordingly, in the context of knowledge management, academic research on internal social media reveals a more solid belief and consensus in terms of the benefits brought by social media use, although also approaching the barriers or challenges that may occur. As well as other areas, the literature about knowledge management equally evolved mainly based on internal social media affordances and relying on social theories, as well as technology acceptance theories, as presented hereafter.

At the beginning of the previous decade, Hemsley and Mason (2013) indicated an emerging knowledge management context due to social media affordances, such as viral processes. The authors argued that this emerging context required organizations and scholars to revisit both the social aspects of knowledge creation and popular notions of enterprise knowledge management.

Further details were given by Majchrzak et al. (2013), who argued that social media allowed the online knowledge sharing process to shift from a centralized to a decentralized process, as individuals can post information whenever they want, both informally and formally. It also allowed the knowledge-sharing process to move from intermittent to continuous, as individuals can engage in ongoing conversations through organizational activity streams. Additionally, social media enabled the knowledge-sharing process to shift from users consciously populating preconstructed repositories to emergent knowledge contributions since unplanned connections evolve as individuals use social media

to share knowledge. The authors then looked at how could knowledge-sharing engagement in the workplace be changed with the use of social media under an affordance perspective.

Following on, Leonardi (2014) presented a grounded theory of communication visibility concerning knowledge sharing and innovation. The emerging theory suggests that once invisible communication occurring between others in the organization becomes visible for third parties, those third parties could improve their metaknowledge (i.e., knowledge of who knows what and who knows whom). According to the author, although the outcomes of communication visibility can be quite positive, it can also bring some challenges. For example, visible communications may foster self-preservation behaviors by which workers do not communicate the true nature of their work but rather what they believe others think they do and know. In another article, Leonardi (2015) corroborated the idea that awareness of ambient communications occurring amongst others in the organization can be an important antecedent for knowledge acquisition.

Similarly, Ellison et al. (2015), based on the affordances of persistence and visibility, indicated an organizational-individual duality of internal social media, where affordances can enable but also constrain knowledge sharing practices, referring to self-presentation and social capital dynamics, for example. Also referring to social capital and social cognitive theories, Kwahk and Park (2016) found that knowledge self-efficacy as an individual factor, as well as social interaction ties and the norm of reciprocity as social factors, significantly influences knowledge sharing activities.

In terms of the academic production in these initial years of the decade, Ahmed et al. (2019) developed a systematic literature review on social media for knowledge sharing, considering studies until 2016. The review identified three main activities of social media applications that differentiate them from traditional forms of knowledge sharing and communication behaviors: knowledge seeking, knowledge contributing, and social interactivity. A large number of primary studies have focused on users' behaviors regarding social media's use in knowledge sharing, followed by utilizations, benefits,

platforms, and tools, whereas concerns over privacy have not received sufficient research attention. In terms of theories and models used in the primary studies, the review indicated a predominance of social theories, led by social capital, social exchange, and social cognitive theories, as well as technology adoption and acceptance theories and models, led by the Technology Acceptance Model (TAM), Theory of Planned Behavior (TPB), Theory of Reasoned Action (TRA) and User and Gratification Theory (U&G). This means that professionals and researchers have aimed to examine how knowledge sharing through social media applications can influence a user's intentions and behavior when using social media (Ahmed et al., 2019).

This is not surprising – despite the discussions on implications of social media use for organizations, once decided by its incorporation into the internal communication strategy, there is, therefore, the absolute need for the adoption by the employees in order to achieve the planned outcomes. Overall, a number of theories and models have proposed to explain users' acceptance of new technologies and their intention to use them, rooted in a diversity of theories from sociology, psychology, and technology fields. For example, although focusing on social media in general, not specifically at the workplace, Nikou et al. (2018) studied the conditions leading to Millennials' intentions to interact with social media. The findings revealed that it is appropriate to treat an individual's intention to interact with social media as a trying process, considering the link between value systems, attitude and intention through the perspective of the Theory of Trying.

However, with the evolution of internal social media and its immersion into organizations, the questions are moving from "how to make an individual adopt it" to "how to get the best out of the individual by using it." In other words, the employee will have no choice but to use the platform – the importance will be in how this platform can improve employee performance (Nikou et al., 2018).

In this sense, based on further literature review, nowadays, there is a consensus that the affordances provided by current social media platforms allow organizations to overcome many of the

challenges experienced in the previous generation of knowledge management tools. However, the affordances enabled by social media are not purely beneficial, and academics have been looking for both opportunities as well as challenges for the management of organizational knowledge in the social media era (Kane, 2017; P. M. Leonardi, 2017).

Kane (2017) considered the impact that evolving social media affordances have had and will have on organizational knowledge management, broken down into four distinct evolutionary phases, characterized by the intersection of broad classes of technology that enhance the ability of users to collaborate and communicate – cloud computing, mobile technologies, analytics, and emerging technologies (artificially intelligent, virtual and augmented reality). According to the author, each of these technological shifts has resulted in new affordances available through social media, resulting in differing potential impacts on how an organization can manage knowledge.

Looking for more practical implications, Leonardi (2017) developed propositions about how barriers to knowledge sharing might be effectively overcome through the strategic use of the social media affordances themselves. The author's opinion is that affordances of social media provide unique and improved abilities at overcoming obstacles related to the motivation of contribution and retrieval and that knowledge sharing might unfold more effortlessly and often if organizations, through the implementation of social media, can allow employees to share knowledge embedded in communication, leaking out to the rest of the organization. The author suggested then a revolutionary, and not evolutionary, the effect of social media on knowledge management.

More recently, Neeley and Leonardi's (2018) study indicated that employees' curiosity about nonwork-related and work-related interactions motivates them to use internal social media sites. The integration of nonwork and work content allows employees to identify people with valuable knowledge and gauge the passable trust that they need to share knowledge on the sites or offline. Paradoxically, the nonwork-related content that attracts users to the sites can become a source of tension, thwarting

the production of knowledge to enact firms' knowledge-based strategies. Nevertheless, the authors conclude that, in order to foster work-related knowledge sharing, managers should accommodate nonwork-related interactions on social media.

Therefore, based on the literature, it is seen that, although considered evident that internal social media is an important tool for improving knowledge management in organizations, there is still room to better understand how its benefits may be potentialized, overcoming the challenges inherent to their affordances. Opportunely, some theories and models that specifically address internal social media in light of knowledge management are shyly emerging in the literature.

2.3.5 Internal Social Media in Light of HRM

Besides what was previously covered in the internal communication and knowledge management arenas, further studies on internal social media use to attempt to increase understanding of the implications on organizational processes related to human resources management, in this case, broadly viewed as managing employees rather than managing human resources functions. In terms of human resources management, applications of social media can as well be found in the fields such as recruitment, screening, education, and development, as well as in the assessment of workers. However, for the intention of this study, the attention is on areas such as employee socialization and collaboration, engagement, empowerment, and performance, as well as leadership. The literature review reveals that the academic production in this arena is even scarcer, and no structured research stream is found. Nevertheless, recent studies are presented henceforward as an illustration of the current state of research on the field.

About employee socialization and collaboration, in the beginning of the last decade, Gonzalez et al. (2013) conducted a case study that indicated that the use of internal social media for social-related purposes helped new employees to develop dimensions of socialization but showed no relationship between work-related use and socialization effectiveness or commitment. More recently, Uysal (2016)

revealed that both exchanging and observing through social media support increased feelings of sense of community, a relationship mediated by the perception of group norms. Additionally, the study emphasized the important role of active member participation in intranet communication for social networking and collaborative decision-making in the workplace. Without a critical mass of engaged, connected, and attached participants, the survival of a community in intranets depends primarily on the content creator alone. As long as organizational members are not actively engaged in creating the content, intranets are likely to remain as yet another means of traditional internal communication.

Looking at employee engagement, since the beginning of the decade, researchers have suggested the positive role of internal social media in driving employee engagement, despite the lack of evidence on “how exactly.” For example, Denyer et al. (2011) observed in a case study that engagement was the hottest topic on perceived benefits of internal social media, driven by a desire to engage or an expectation that it could enhance engagement. Following on, Parry and Solidoro (2013), via interviews with senior managers, suggested that the use of social media to engage employees would not be successful unless the culture and leadership of the organization already embrace open communication and participation. The case study of Haddud et al. (2016) showed that the greater the self-reported usage of internal social media, the greater the levels of self-reported employee engagement, providing preliminary evidence that internal social media usage is associated with the level of employee engagement.

Men and Hung-Baesecke (2015) initiated a research stream to investigate the effect of social media on engaging employees based on transparency and authenticity. The exploratory study revealed that face-to-face interactions and social media were the most effective channels in building organizational transparency, authenticity, and engaging employees. Reinforcing the idea that effective internal communication is an indispensable component for successful employee engagement (Men & Bowen, 2017). Ewing et al. (2019) interviewed senior-level internal communication practitioners

working for global companies, who said they use social media to drive employee engagement. The findings revealed best practices in using internal social media to engage employees, including providing clear social media policies and employee training; empowering employee social advocates; involving leadership and securing endorsement; social media listening; sharable, relevant, and practical content strategies; and authenticity and consistency. Social media can amplify employees' roles as trustworthy corporate ambassadors since employees can easily share the company's content to their own networks. Later, Men et al. (2020), through an online survey of 1150 respondents that had adopted internal social media, showed that employees' use of internal social media contributes to an enhanced level of perceived transparency of the organization and organizational identification, which in turn, leads to employee engagement.

Also, some studies on the impact of social media on employee performance have focused on employees' access to public social media sites during work hours, and thus not specifically referring to internal social media. For example, Charoensukmongkol (2014) studied the consequences of social media use at work and found a positive association between job satisfaction and job performance and social media use at work. Later, Charoensukmongkol (2015) examined the conditions making social media use at work yield higher benefit to employee job performance, and the results showed that although the intensity of social media use at work positively affects job performance, the benefit is significantly higher when employees encounter high job demands, social media access is allowed in the workplace, and social media are accessed mostly from a personal computer instead of from mobile devices. Recently, Cheng et al. (2020) examined the impact of social media use in general on innovative employee performance. The results revealed that both social media use and work engagement were significantly correlated with innovative performance, and work engagement partially mediated the social media use–innovative performance relationship.

Specifically referring to internal social media, Shami et al. (2014) developed a longitudinal study that found that some social media usage indicators (number of forum posts, forum post length, and status update length) were positively associated with performance ratings. Later, Ali-Hassan et al. (2015) studied the effect of three categories of social media use – social, hedonic, and cognitive – on job performance as mediated by three dimensions of social capital. Social and cognitive uses of technology were empirically shown to have a positive effect on employees' routine and innovative job performance. Hedonic use of the technology was shown to positively contribute to the development of social ties, leading to a positive influence on innovative performance. Similarly, Cao et al. (2016) investigated the influence of social media on employee work performance revealing that social media use at work could increase employees' social capital, thus facilitating knowledge transfer and leading to improved job performance. Recently, a study developed by Jafar et al. (2019) demonstrated that personal and work-related use of social media could enhance employees' job performance through knowledge exchange and that social media rules have adverse impacts on the relationships between social media use and knowledge exchange.

Therefore, the literature on internal social media in light of HRM indicates that its use affords beneficial implications on employee socialization and collaboration, along with engagement. Ultimately, according to the scholars covered, the use of internal social media is positively related to performance, believably mediated by knowledge management.

2.3.6 Internal Social Media in Light of Generations

More specifically, Leonardi and Neeley (2017) recently stated that one common mistake made by companies and managers is a flawed assumption that Millennials would embrace internal social tools in the same way they do outside the workplace. A potential reason appointed is that Millennials are used to tie social media to an informal environment, having difficulty building a notion that social tools can be used for work purposes.

This awareness was even anticipated in some academic references. Friedl and Verčič (2011) revealed that Millennials' preference for digital media in their personal lives was not necessarily reflected in their business lives, nevertheless lacking the assessment of the potential reasons for it.

According to Boughzala (2014) and Boughzala (2016), the private usage of social media by Millennials was not a guarantee for an effective adoption in the workplace. In this study, they showed concern to be labeled as geeks and also a more individualistic and mostly opportunistic interest in the use of the internal social media, such as building their professional network, taking care of their reputation, being recognized, increasing their employability, finding new opportunities of mobility, etc.

Similarly, Treem et al. (2015) examined the expectations that workers had regarding internal social media implementation, showing that younger individuals and those who had used social media heavily outside of work were largely skeptical about the potential usefulness of the technology within work and were unwilling to engage with the technology when it was implemented. Skepticism was related to them viewing all social media as personal and expressive and, consequently, inappropriate for task-orientated behaviors. Older workers and those who did not have significant experience with social media outside of work were largely optimistic about the potential usefulness of internal social media. They were able to view it as different than public social media and perceived the technology as potentially useful for organizational activities.

It can be observed that the academic literature reinforces that people's perception of the utility of technology is formed differently when technology is used in the workplace rather than outside of it, as suggested by O'Mahony and Barley (1999).

2.4 Literature Review Summary

A comprehensive set of studies and research have been assessed as part of the formation of the theoretical review related to the usage of social media within the boundaries of the firm, as it relates to the new labor force characteristics resulting from the entry of digital natives in the market. It has been

found that studies generally show positiveness regarding the use of internal social media, but not exactly getting into details on how to foster the advantages. Similarly, although pointing out some disadvantages of its use, it is missing a clear understanding of the potential negative implications for the individuals and organizations. Furthermore, there are still gaps in the theoretical foundation required to sustain a solid line of research and to provide consistent information for application in the organizations. Also, a large portion of the information presented consisted of market reviews and consultancy reports, which do not provide the thorough methodology of a scientific study. Nevertheless, the literature reviewed provides meaningful insights to this research and form the basis of the analysis and discussions presented herein.

3 Methodology

The purpose of this section is to explicitly present the methodological considerations of this study and the basic assumptions underlying it. Hereafter the research methodology is introduced, and the selected research process is justified. Finally, the methods and techniques for collecting and analyzing the data used for this research are discussed.

3.1 Research Approach

In light of the exploratory nature of this study and the desire to investigate a contemporary circumstance within a real-life context, a qualitative single case study methodology of inquiry was chosen. Case studies allow us to focus in-depth on a case and to retain a holistic and real-world perspective (Yin, 2017). Also, since this study focused on the social construction of reality – how and why people see the world the way they do – the interpretive philosophical approach was preferred, as it attempts to understand phenomena through the meaning that people assign to them (Myers, 2013). With the purpose of expanding and generalizing theories (analytical generalization) as opposed to providing statistical generalization, this research aimed at using the case study to discover relevant features, factors, or issues that might apply in other similar situations (Yin, 2017). The case study opens up for interpretive sense-making in that it allows the researcher to seek meaning rather than causal explanations.

Therefore, based on ideas such as those presented by Orlikowski and Scott (2008) – that it is vital to move beyond separating technology from people, work, and organizations, and more importantly, that humans, organizations, and technology are assumed to exist only through their temporally emergent constitutive entanglement – a case study analyzing young people's experiences in their lived contexts contributes to a deeper understanding of the embodied characteristics of this generation's media practices at the workplace.

3.2 Context, Universe and Unit of Operation

The interviewees for this case study were selected inside global multidisciplinary management, engineering, and development consultancy, acting in mining and metals, energy, and infrastructure sectors. The project-based company is headquartered in Canada, with more than 70 offices around the globe, and about 10,000 employees, among them about 200 digital natives; for the purpose of this research individuals born from 1995. The internal social media platform within this organization is similar to the example presented in Figure 1. More important, the younger employees within the company typically meet the digital natives cohort description – as part of developed social levels, they have a higher academic education and they have been exposed to the internet since birth.

Units of observation were defined via purposive, and convenience sampling since the participants in the interviews were the ones who were available at the time and as they held important information needed for this study. As discussed by Boddy (2016), in qualitative research, the determination of sample size is contextual and partially dependent upon the scientific paradigm under which investigation is taking place. In-depth qualitative research normally requires smaller samples, and still, a representative picture of the whole universe under review can be obtained. Also, sample sizes involving one single case can be highly informative and meaningful. According to the author, practical research indicates that samples of 12 among a relatively homogeneous universe may be sufficient to achieve data saturation, a number after which the addition of new data neither improves the explanations of the themes or categories nor generates any new ones (Corbin & Strauss, 2014). As such, a total of 12 interviews for this particular case study was conducted.

3.3 Data Collection

For the purpose of this study, in-depth semi-structured interviews were used for collecting the data. The semi-structured interview generates rich data in the participant's own voice that can help deepen theoretical understandings of a complex phenomenon (Yin, 2017). It has a unique potential for

obtaining access to the lived everyday world and also allows an understanding of issues and events from the point of view of the interviewee. In the semi-structured interview, the researcher has a list of questions on fairly specific topics to be covered, often referred to as an interview guide, an interview protocol to collect reliable data (Yin, 2017). However, despite the structure, the interview process is still flexible and also allows for room to pursue topics of particular interest to the interviewees.

The in-depth semi-structured interviews were administered by the author from October to December 2020, lasting about one hour. In preparation, an interview guide was created following a protocol comprised of seven major topics, as summarized below. The topics were designed based on pilot interviews as well as preliminary categories needed for the data analysis, which, in turn, were defined based on a theoretical background as discussed in the details in the next section. As such, the interview guide reflected the research-specific goals to eventually answer the research question.

The complete interview guide can be found in appendix A. The seven topics that were addressed during the interview were:

- Social media in private life;
- Organizational context approaching the nature of the interaction between the interviewees and internal social media;
- Initial perceptions on internal social media use;
- Internal social media use outside of working hours;
- Internal social media and knowledge management;
- Social media and internal communication;
- Corporate surveillance associated to internal social media.

3.4 Data Coding and Analysis

Interview texts were analyzed using the content analysis method, a technique for making inferences by objectively and systematically identifying specified characteristics of the manifest content

of communication (Bardin, 1977). Objectivity in this sense resides in the fact that there is transparency in the procedures for assigning the raw material to categories so that the analyst's personal biases intrude as little as possible in the process. Being systematic means that the application of the rules is done in a consistent manner so that bias is again suppressed (Bryman, 2012). This analysis seeks to investigate content in a replicable method. Therefore, content analysis follows a set of procedures to organize large quantities of text into much fewer content categories in order to make inferences from a text in an attempt to reveal a deeper understanding of the nature of the text beyond merely counting the words (Weber, 1990). In other words, content analysis is concerned with uncovering the apparent content of the item in question. Uncovering such latent content means interpreting meanings that lie beneath the surface (Bryman, 2012).

Due to the exploratory nature of this research, instead of a quantitative content analysis that typically entails applying predefined categories to the source, an ethnographic content analysis approach was chosen. Ethnographic content analysis, sometimes referred to as qualitative content analysis, refers to an approach that emphasizes the role of the investigator in the construction of the meaning of and in texts (Altheide, 1996). Thus, the aim is to be systematic and analytic but not rigid. It has a heuristic function, as it enriches the exploratory attempt and increases the propensity for discovery "–to see what happens." In this case, the presence or absence of a given content feature or set of features in a message fragment is taken into account (Bardin, 1977). Therefore, there is an emphasis on allowing categories to emerge out of data and on recognizing the significance for understanding meaning in the context in which an item being analyzed appeared. As such, it employs some initial categorization, but there is greater potential for refinement of those categories and the generation of new ones (Bryman, 2012).

Initial categorization can involve the use of a theoretical foundation in applying a coding scheme as a basis for studying a particular phenomenon in textual data. The analysis starts with a theory or

relevant research findings as guidance for initial codes. Therefore, the theoretical background presented in this research, as well as pilot interviews, supported the initial categorization for this study. As a result of the categorization process, the interview was separated into seven content areas. The next subsections address the content areas by referring to the theoretical background that supported the choice and the categories within each content area. Once again, since this study was exploratory in nature, an inductive approach was applied in the data analysis – in the case that there was an emergence of new themes or additional categories beyond the existing coding scheme. Thus, during the data analysis, new categories emerged but were also reinforced or contrasted by existing literature and are as well considered in the explanation below.

In preparing the data, the interviews were recorded, transcribed, and read several times to obtain a sense of the whole. Data were examined in a holistic manner, as major themes became evident in the conversations of each interview. Then text segments that could be correlated to a content area were extracted and brought together to constitute the unit of analysis. Finally, the content areas were analyzed as a whole.

3.4.1 Private Usage of Social Media

The interview was initiated with general questions regarding the use of social media in private life, with an eye on how the interviewees interact with social media outside of the work environment. Initially, by looking only into this content area, the intent was to compare the observations raised with existing research findings, as the examples presented in the table below. Furthermore, considering the analysis of posterior content areas which approached the organizational context, this content area would eventually allow correlation of digital native's preferences, beliefs, and behavior considering both personal and professional uses of social media. Ultimately, the idea was to test research suggestions that people's perception of the utility of technology is formed differently when that technology is used

in the workplace rather than outside of it (O'Mahony & Barley, 1999). Would this belief also be real for digital natives, which were born immersed in the technology, more specifically social media?

Table 2

Private usage of social media – content area

Research Findings	Authors
Digital natives make good and effective use of online tools and resources but are also too aware of the compromises.	Young and Åkerström (2016)
Digital natives have a twofold relationship with digital devices and social media: they acknowledge the negative impacts but agree benefits outweigh risks.	Deloitte (2019)

Thus, the following categories were proposed in order to explore digital natives' usage of private social media: use, motivation, and behavior. These categories were considered useful to gather perceptions of the usage in terms of frequency, the reasons that lead them there, how it affects their behavior, as well as possible needs or expectations they express about these points.

3.4.2 Nature of the Interaction with Internal Social Media

The interview advanced to the organizational context by approaching the nature of the interaction between the interviewees and internal social media to have an idea about how and how much the respondents interact with social media within the organization. The intention was to get an initial understanding of whether the younger generation is willing to adopt and embrace internal social media tools, particularly because of earlier findings of the previous generation, the Millennials, as presented in the Table 3.

Thus, the following categories were proposed in order to explore digital natives' usage of interaction with social media: familiarity, uses, and impact. These categories were considered useful to gather perceptions of nature in terms of their awareness of the platform, the frequency and applicability

of the use, and the influence on the daily activities, as well as possible needs or expectations they express about these points.

Table 3

Nature of the interaction with social media – content area

Research Findings	Authors
Flawed assumption that Millennials would embrace internal social tools in the same way they do outside the workplace.	Leonardi and Neeley (2017)
The private usage of social media by Millennials was not a guarantee for an effective adoption in the workplace.	Boughzala (2014, 2016)
Younger individuals and those who had used social media heavily outside of work were largely skeptical about the potential usefulness of the technology within work and were unwilling to engage with the technology when it was implemented.	Treem et al. (2015)
Millennials preference for digital media in their personal lives was not necessarily reflected in their business lives.	Friedl and Verčič (2011)

3.3.3 Initial Perceptions of Internal Social Media

Continuing the interview, this section intended to go deeper on digital natives' perceptions on internal social media main characteristics, still relating it to the private use of social media. As presented in Table 4, the studies about Millennials mentioned on the above topic were also the source for this content area, but in this case, the focus was on the characteristics of internal social media that ultimately could affect its adoption and acceptance, as presented in the table below. More importantly, this content area focused on recognizing upfront perceived characteristics of internal social media in general – in this case, the theoretical foundation as a whole was relevant to this content area.

Thus, the following categories were proposed in order to explore digital natives' initial perceptions of internal social media: characteristics, comparison with private and personal data. These categories were considered useful to gather preliminary perceptions in terms of its features and

attributes, the similarities and differences compared to social media use in private life and the concerns about personal exposure within the work environment.

Table 4

Initial perceptions of social media – content area

Research Findings	Authors
Millennials are used to tie social media to an informal environment, having difficulty to build a notion that social tools can be used for work purposes.	Leonardi and Neeley (2017)
Millennials expressed concerns to be labeled as geeks and also presented a more individualistic and mostly opportunistic interest on the use of the internal social media.	Boughzala (2014, 2016)
Millennials skepticism was related to them viewing social media as personal and expressive, and, consequently, inappropriate for task-orientated behaviors.	Treem et al. (2015)

3.4.4 Internal Social Media Outside of Working Hours

The fourth interview section is meant to address internal social media use during non-work hours. The intention was to access digital natives' perception of the barrier between work and private life and how internal social media may affect it. This content area was considered given previous research that revealed digital natives beliefs regarding flexibility and work-life balance, as well as the intention to go deeper on understating observations related to professional-private boundaries introduced by the previous content area.

Thus, the following categories were proposed in order to explore digital natives' perceptions of internal social media and work-life balance: apps usage, control over the use, concern regarding "always on" culture, the importance of being readiness, and flexibility. These categories were considered useful to gather perceptions of the usage incidence after working hours and the reasons behind it, as well as possible needs or expectations they express about these points.

Table 5*Internal social media outside of working hours – content area*

Research Findings	Authors
Digital natives favor work-life balance more than previous generations.	Dwivedula et al. (2019)
Flexibility and personal freedom are non-negotiable aspects of digital natives work ethics	Randstad (2019)

3.4.5 Knowledge Management Aspects

Another particular interview question intended to access digital natives' perception of aspects related to internal social media and information sharing and knowledge management. One of the organizational processes with more academic production related to internal social media, knowledge management, was considered as a content area because there is still room to better understand how its benefits may be potentialized, overcoming the challenges inherent to their affordances.

Table 6*Knowledge management aspects – content area*

Research Findings	Authors
Employees will have no choice but to use the platform – the importance will be in how this platform can improve employee performance.	(Nikou et al., 2018)
Affordances provided by current social media platforms allow organizations to overcome many of the past challenges related to knowledge management. However, the affordances are not purely beneficial and opportunities and challenges in this area are still a major object of study	(Kane, 2017; P. M. Leonardi, 2017)
Barriers to knowledge sharing related to motivation of contribution and retrieval might be effectively overcome through strategic use of the social media affordances themselves. Knowledge sharing might unfold more effortlessly and often if organizations, can allow employees to share knowledge embedded in communication.	Leonardi (2017)

Thus, the following categories were proposed in order to explore digital natives' perceptions of social media related to knowledge management aspects: visibility and perpetuity, information overload, and information quality and extent. These categories were considered useful to gather perceptions of the affordances as it relates to confidentiality, overwhelming information, and information reliability.

3.4.6 Internal Communication Aspects

As the interview progressed, further questions were presented in order to address digital natives' perceptions on internal social media impact on internal communication and to gather opinions on employee voice as well as organizational authenticity and transparency aspects. Internal communication was chosen as one content area since there is still a lack of theories and models that specifically address internal social media in light of internal communication. The main studies that backed this content area are presented in Table 7.

Table 7

Internal communication aspects – content area

Research Findings	Authors
Transparency is a non-negotiable aspect of digital natives work ethics, which prefer to work for a leader with honesty and integrity. They expect to be informed, to be allowed to be responded, and to have their responses heard and acknowledged. In other words, they desire the managers to listen to their ideas and value their opinions.	Randstad (2019)
Visibility and persistence of communication on internal social media may foster a spiral of voice, at least in organizations with an open communication culture and managers who are receptive to employee voice.	Madsen and Johansen (2019)
The introduction of social media in the context of internal communication did not result in the end of the gatekeeper.	Verheyden and Cardon (2018)
Employees' use of internal social media contributes to an enhanced level of perceived transparency of the organization and organizational identification	Men and Hung-Baesecke (2015) Men et al. (2020)

Thus, the following categories were proposed in order to explore digital natives' perceptions of social media related to internal communication aspects: employee voice and behavior shaping. These categories were considered useful to gather perceptions of authenticity and transparency aspects, as well as possible needs or expectations they express about these points.

3.4.7 Corporate Surveillance Aspects

On top of the above discussed related to digital natives' perceptions of enterprise social media impact on internal communication, more specifically organizational authenticity and transparency, the interview also comprised questions intended to prospect control and monitoring perceptions. It was realized that theoretical reference was scarce regarding the surveillance and privacy aspect, even though the increasing prominence of the theme on the contemporary society, and that findings raised from this content area would potentially provide important insights. Still, studies that backed this content area are presented in Table 8.

Table 8

Corporate surveillance aspects – content area

Research Findings	Authors
Digital natives make good and effective use of online tools but are also too aware of the trade-offs they make in terms of personal privacy and accountability.	Young and Åkerström (2016)
Social media provide management with increased ability for surveillance and the possibility to control workers.	Leonardi et al. (2013)
Social media creates a record of activity that may be used for a variety of surveillance purposes by managers and peers.	Treem and Leonardi (2013)

Thus, the following categories were proposed in order to explore digital natives' perceptions of social media related to corporate surveillance: monitoring, privacy, and obligation to share. These

categories were considered useful to gather perceptions related to the potential control by the company or privacy issues.

4 Analysis and Findings

Analysis of the interviews and main findings of the study are presented in the following sections. In each section, one of the seven major content areas of the interview is addressed, with an overall analysis of the responses and inferences of main findings and a table with extractions from the responses that subsidize the analysis carried out. Lastly, the eighth section provides a holistic analysis of the interviews, compiling the findings from the earlier topics and offering a bigger picture of the themes addressed separately in each of the topics.

4.1 Before Getting to Organizational Context

Generally speaking, the respondents consent to spend much time on private social media, although some of them believe to be in the process of reducing the time connected. Most of the respondents related the detrimental aspect that using private social media actively is time-consuming and takes free time and focus from other activities or tasks. When questioned about the reason to be connected, the primary justification is communication with friends and family, followed by seeking general information.

On the other hand, in the interview responses, social media use for entertainment is somehow minimized. This may indicate the need to justify their presence there, in other words, to justify their use of social media for a more noble cause. Widén et al. (2015) noted through digital natives self-related emotions regarding social media use that when they perceive that they are exceeding an acceptable time limit, feelings of anxiety, shame, guilt, and embarrassment are expressed. In light of what was suggested by research presented on the theoretical background, that digital natives express a feeling of uneasiness and pessimism about private social media (Deloitte, 2019), the responses indicate that this discomfort is expressed as a desire of being less connected or making a more distinguished use of it.

Interview responses corroborate the idea that digital natives have a twofold relationship with digital devices and social media (Young and Åkerström, 2016; Deloitte, 2019). The responses indicate

that digital natives acknowledge the negative impacts of social media, sometimes by hiding the use, but agree that the benefits of the technology, in this case mainly expressed by their use for interaction with acquainted ones and for knowledge acquisition, outweigh its disadvantages. This duality is reinforced once inferring from the interviews that respondents would prefer to spend less time connected but cannot directly control the amount of time they spend on private social media, sometimes even relying on an alarm to indicate that a time limit has been exceeded.

Table 9

Private usage of social media – extractions

Use	<ul style="list-style-type: none"> – <i>Social media is very present in my daily life.</i> – <i>I use it a lot on my free time.</i> – <i>I've reduced my usage today.</i> – <i>I use social media a lot less today than what I used to a couple years ago.</i>
Motivation	<ul style="list-style-type: none"> – <i>I use social media to get more connected with my friends, to know better about their lives, what they are doing.</i> – <i>I use it mainly to get in touch with my friends.</i> – <i>Sometimes I follow accounts that are about news, like general news about the world, about my country, in order to be more informed.</i> – <i>I believe that it's an important way of communication.</i> – <i>Is a very important communication tool.</i> – <i>It's mostly communication with other people and also entertainment. And another reason would be also information.</i> – <i>I really use it to spend a lot of time looking at people's photos, searching for good news around the world.</i>
Behavior	<ul style="list-style-type: none"> – <i>Talking about being more or less connected, I'd say that there are positive impacts of that and also negative.</i> – <i>Being less connected maybe would help me be calmer or concentrate in other activities other than using these social medias.</i> – <i>I have actually set up an alarm for it to warn me when I have spent too much time watching in a row, because I do have a lot of content that I think it's interesting from there</i>

- *I have disabled notifications so that I'm not pulled inside when I don't want actively to go there. And I've done this because I feel that I was spending too much time on social media, and it was maybe out of control. I didn't choose when to be there and when not to be there, I used to just get into social media at any time that I felt bored for example, so that's why I've reduced my usage today.*
-

4.2 Nature of the Interaction with Internal Social Media

The interview responses indicate that digital natives do not show the same beliefs and behavior as Millennials regarding internal social media, especially regarding adoption and acceptance. Previous research showed the assumption that Millennials would embrace internal social tools in the same way they do outside the workplace was flawed (Leonardi and Neeley, 2017) and that younger individuals and those who had used social media heavily outside of work were largely skeptical about the potential usefulness of the technology within work and were unwilling to engage with the technology when it was implemented (Treem et al., 2015). On the other hand, the responses indicate that digital natives are not just adopting and accepting it, they are already absorbed by it, as discussed next.

The answers bring the impression that the social media platforms are immersed in employees' regular activities and emerges as a fundamental part of the company's internal communication. Although they only recently arrived on the labor market, the respondents even refer to increased internal social media use lately. As such, the respondents demonstrate high levels of engagement with internal social media, considering themselves frequent users, making use of the tools daily.

However, at this point of the interview, the uses and applicability of the internal communication tools are somehow narrowed by the respondents by emphasizing only a few features, mainly used to collaborate over documents and communication with colleagues. For example, attention is not drawn to blogs and wikis, neither to further channels, for example, push communication from the organization. Likewise, a "big picture" of internal social media, as a complex communication platform as presented in Picture 1, does not seem to be completely clear at this stage of the interview. By decreasing the

platform's reach, there may be an indication that internal social media is not a particular subject on top of the heads of the employees. In other words, they are naturally connected to the platform, and in some cases, do not realize how it is already profoundly present in their routine activities.

Although with a reduced awareness about the platform, internal social media impact on their professional life is positively expressed by the respondents at this initial point of the interview. The aspects that they considered most are better collaboration and communication, dynamism, and higher productivity. This optimistic view is even more discussed as other content areas are explored.

Table 10

Nature of interaction with social media – extractions

Familiarity	<ul style="list-style-type: none"> – <i>I'm really familiar with those social medias because I use it on the company that I work. So, I believe I'm a frequent user.</i> – <i>These social medias have gained a lot of importance in our daily activities at work. So, I'd say I use most of the of the platforms that you mentioned.</i> – <i>It's very present in my daily life. I use most of these software and it's even increasing in the last days.</i> – <i>In my company we use all the social media tools mentioned on the question.</i> – <i>I'm familiar with all social media tools within our organization that have been cited as such as the Yammer, SharePoint, Teams, Stream. I am a daily user of SharePoint and Teams.</i>
Uses	<ul style="list-style-type: none"> – <i>We use it to share what we're doing on a paper that we are working on, a document that we are working on, we can easily exchange opinions about that document, what we are thinking about the scope of that document. We can also exchange opinions.</i> – <i>It's easier to reach someone using Teams than using email. The communication is faster and it's more fluid and SharePoint is also a great tool because you can share the documents and edit them at the same time.</i> – <i>I am an average user of Stream, not that frequent. I do it for specific demands that I need to have videos for, record videos, and also to record meetings, which I think it's a good/interesting feature that it's useful when you have a very important meeting you want to go back to it afterwards and make sure you got everything,</i>
Impact	<ul style="list-style-type: none"> – <i>I believe that those social media softwares make us more productive.</i>

- *Those kinds of social medias are really an improvement thinking on the enterprise connection in general.*
 - *I believe it affects my daily activity in a positive way.*
 - *I think that it affects our daily lives in a positive manner because it makes much easier to communicate with other people and communication is a very important tool in our work.*
 - *I think especially Teams and SharePoint are very useful on my daily routine, on my job.*
 - *It makes the work in group easier and I think this collaboration makes us work better and to work in a more efficiently.*
 - *I think they have made our work more collaborative. it has become crucial to have a quicker ways and more dynamic ways to collaborate with colleagues*
-

4.3 Initial Perceptions on Internal Social Media

When asked about internal social media's main characteristics, the respondents identified attributes based on different aspects. Some looked at the features and appointed to their similarity to standard social media tools used outside of the work environment culminating in more direct interaction due to the familiarity with similar interfaces. Others pointed out its attributes, especially collaboration and readiness on communication.

Drawing a parallel between private and internal social media, the respondents recognize several standard features and implications. However, a need to underline the differences is mainly related to the purposes of use and the content available on each of them. Social media in an organizational context is somehow leveraged by the interviewees, considered more formal, and relating usage for entertainment purposes only on private tools. Moreover, most of them believe in a required separation between the private and professional contexts. They show no interest in sharing personal data within organizational social media. However, one of the respondents says being comfortable with sharing personal data on internal social media but stressing his/her capacity to filter the content.

This narrative brings some similarities with literature findings of Millennials, in particular the view of social media tied to an informal environment, being personal and expressive, and, consequently, inappropriate for task-orientated behaviors or work purposes (Treem et al., 2015; Boughzala, 2016; Leonardi and Neeley, 2017). Although mentioned on the previous topic that digital natives' responses indicate that acceptance and adoption of internal social media would not be a problem, there is still a similarity with the reasons appointed for Millennials not embracing it – and thus raising the question of whether this should be an attention point for organizations.

Once again, the responses indicate certain duality: they want the social media at the workplace to be similar to private – at least they say they like it this way – but they also think there should be a separation. This can raise some questions, such as, if the tools they use are very similar, aren't they inclined to share similar content and promote similar behavior? Moreover, what if they were the same tool, such as in some companies that spread WhatsApp's use for internal communication?

How do they draw that line?

Delving into duality matter, considering contemporary society, the linkage of entertainment only to private context and the idea of control over share-or not share personal information at work seems a utopian perception and an attempt to picture an (unreal) line between the contexts. Indeed, yoga classes with team workers at the company's Teams app and Yammer groups on chess were put in a sealed box during the interview. Moreover, studies have indicated that employees' curiosity about non-work-related and work-related interactions motivates them to use internal social media sites (Neeley & Leonardi, 2018). Companies should encourage sharing of non-work-related content to seed work-related interactions (Leonardi, 2017).

Moreover, the interview responses reveal digital natives believe in behaving entirely differently in the workplace as compared with privately, which could corroborate O'Mahony and Barley (1999) idea that people's perception of the utility of technology is formed differently when that technology is used

in the workplace rather than outside of it. However, the question that arises is whether this idea remains valid in our contemporary society in which a blurred line between personal and professional is excelling.

Table 11

Initial perceptions on social media – extractions

Characteristics	<ul style="list-style-type: none"> – <i>The main characteristic social media of those modern communication tools are the easy and sometimes standard interface that they have that does not make a complicated way of using it.</i> – <i>They use the same idea and that made easier for me to start using Teams on own work because I already was familiar with WhatsApp. I think that's a good characteristic of modern communication tools - the easy way of using it. I think they need to be as alike as possible to facilitate the life of those who that are using it.</i> – <i>The main characteristics of this modern communication tools are agility because we have information and communication in a very fast manner - mostly as soon as possible.</i> – <i>Another characteristic would be organization because most of them are very easy to customize and we can put our or information received or sent in the way we need them or I want them.</i> – <i>I believe the main characteristic that this communication tools have is the easy way to access anyone if you want and to know if these people are available or not at the moment.</i>
Comparison with private	<ul style="list-style-type: none"> – <i>When we compare social media in the workplace and social media in our private life, I see that there are very common points, but they have different goals.</i> – <i>In the workplace, we have to communicate with other people, share information and solve problems related to our work. And in (private) social media, we do also have some characteristics such as entertainment, that are not considered in most of the workplace communication tools.</i> – <i>I think that social media for the workplace is something different from social media for your private life, because not all interests that you have, that you're going to share with your friends are necessarily interests that you want to share with your workplace colleagues.</i> – <i>I think it's a lot more a formal in some ways.</i>
Personal data	<ul style="list-style-type: none"> – <i>I don't know if it's a good idea to share private details of our lives at work</i>

- *I'm comfortable by sharing professional and private details about me because I often have a lot of filter about what I'm sharing so that I don't over share or regret anything that I've shared before.*
 - *I believe in an internal social media of work I wouldn't feel comfortable sharing my private information because I think it's important to keep the information separated. I really don't know if there is a problem, but I think it's important to have this separation.*
 - *I don't think I would be very comfortable by sharing private life, details in social media tools at work. I think that's something I would do in my private media. And that doesn't exclude the fact that some co-workers might be in my private social media, but when they are in my private social media, they understand that that's private and that's not professional. Yeah, and I think it's important to have the two moments or the two contexts separated*
-

4.4 Blurring Lines Between Rest and Work Times

The analysis of the responses showed an interesting ambiguity related to digital natives' beliefs on work-life balance. The interviewees essentially consented that internal social media helps remove the barrier between work and private life, making the interaction between personal and professional a lot more frequent, blurring the lines between work time and rest time, and distorting work-life balance. Moreover, the respondents demonstrate some concern regarding an "always connected" culture. However, the detriment of this culture is somehow diminished by arguing on the importance of the state of readiness, working hours flexibility, and convenience, combined to a hypothetical control on the use after-office – "I check it when I want to" – although confessing that the apps are installed, notifications are usually on, and that checking work-related emails and messages after standard work hours is recurrent. Indeed, previous research has already identified employee's perception that social media activeness and responsiveness could be considered a measure of engagement into work (Ten, 2017).

This lower ability to disconnect from work may result from an expectation that they should do so. In other words, always being readily available in the organizational expectation leads to the belief that staying disconnected after business hours will suffer. Besides, it may be considered that this

generation feels compelled to respond from a compulsive perspective, as some of the technological activities occur off the clock as a result of individual' addictive impulses to stay connected (Marcum, Cameron, & Versweyveld, 2018). Altuwairiqi, Arden-Close, Jiang, Powell, and Ali (2019) explored problematic attachment to social media presented by users' experiences and highlighted that individuals with a problematic attachment to social media are anxious as a result of the commitment to stay constantly connected.

Nevertheless, assumed self-control and awareness of the urgency reveal the lack of understanding that it is not about the time or effort required to respond to emails or messages, but rather the expectations to monitor and respond it during the non-working time that may prevent employees from ever fully disengaging from work (Belkin, Becker, & Conroy, 2016). Organizational expectations are the main culprit of an individual's inability to disconnect. Even during times when there are no essential emails to act upon, the mere norm of availability and the actual anticipation of work creates a constant stressor that precludes an employee from work detachment. Diminished work detachment is not necessarily caused by the time spent on handling the work email, but instead is strongly tied to anticipatory stress caused by organizational expectations (Lehigh University, 2016)

Studies have shown that digital natives favor work-life balance more than previous generations (Dwivedula et al., 2019). This would seem to be in opposition to the push to be more connected than ever. The interviewees have indicated the actual existence of this contradiction. Technology has become a double-edged sword when it comes to work-life balance. Digital natives employees desire a work-life balance, but they also struggle with technology addiction and organizational expectations.

In a similar observation, even though focusing on privacy, Abril, Levin & Riego's (2012) research suggested that Millennials were cognizant of their reputational vulnerability on digital media but were unwilling to sacrifice Internet participation to segregate their multiple (work and private) life performances. The authors also highlighted the paradoxical finding, in this case, related to private social

media: employees wanted privacy from unintended employer eyes, and yet they shared a significant amount of personal information online, knowing it could become available to employers and others.

Turel & Qahri-Saremi (2016) referred to the dual-system and deficiency in the balance between two systems in the human mind, one that governs preoccupation and desire. The other governs concern and inhibition. Consequently, when cognitive-emotional preoccupation is strong, and cognitive-behavioral control is weak, people are more likely to engage in social media use behaviors, ultimately resulting in adverse consequences for them.

Looking to the future and pondering about upcoming implications enhances organizational responsibility to guarantee the workforce's inherent desire, even if that desire is dueling between the internal and external pressures to which this workforce is subjected. Organizations may help this by providing, for example, easy-to-observe usage statistics and warnings to users or intermediary facilities to limit the amount of time spent on the system, which can increase awareness of the need to inhibit one's behavior and ultimately allow more vigorous self-regulatory efforts.

Table 12

Internal social media outside of working hours – extractions

Apps usage	<ul style="list-style-type: none"> – <i>I do have the apps installed in my cell phone. The notifications are always on. I do check it after my working hours.</i> – <i>I have most of the organization apps installed in my cell phone and I think that it surely helps you removing that barrier between work life and private life</i>
Control over the use	<ul style="list-style-type: none"> – <i>I can't say that always that I check, I take a good look and read the whole email or the whole message that someone is sending me, but I'm always alert.</i> – <i>I can keep both tools - leisure tools and working tools on my cell phone without having to struggle about it.</i>
Concern regarding “always on” culture	<ul style="list-style-type: none"> – <i>It kinds of adds some stress to the time that you're supposed to be having some relaxation or entertainment. So, if you were always aware of what's going on work that may spoil some of the entertainment or relaxation you have and add some stress to your private life.</i>

- *I think I want to try to avoid checking it after working hours. Otherwise, you do not get a rest, keep thinking about work all the time. So, for me that's important not to be disturbed after I've stopped working so I can have proper rest.*
- *I'd say that having that barrier between work life and private life diminished, because we have notifications and we can be aware of what's going on at work all the time, so that maybe a dark side, because it kind of seems like working in your private life.*
- *But sometimes I think that makes us never stop thinking about work.*

Importance of readiness and flexibility

- *If something is urgent, and I really need to do it, I will make time, and I get the notice almost immediately because I have that on my phone. And if it's not I can just leave for tomorrow or the next day or for my work hour.*
 - *The positive impact is that I'm very aware of what's happening even when I leave work and that surely helps me planning what I'm going to do to solve some problems or what are the most urgent request that I have to do in the other working day.*
 - *I admit that when I'm anxious about some work, I have some important work to do on the next day, I will be checking my emails to see if there is something important or if there are things to see if some somebody said something I need to do, but I try hard not to do this, so I don't mix this working time and resting time*
 - *I think that's useful because you're not near your computer all the time*
 - *Maybe you need to do something. You need to help someone and it's good to have your cell phone to make sure that you're not missing any important thing that's going on.*
 - *Sometimes that's good because you want to have flexibility in work flexible hours.*
-

4.5 Knowledge Management Aspects

Regarding the availability and perpetuity affordances of internal social media, the respondents demonstrated concerns with the confidentiality of information. The concerns were expressed by the fear over the quality and sensitiveness of the information shared by them. Indeed, respondents referred to avoidance of sharing due to the accessibility and lack of confidentiality. This finding is interesting considering that existing literature does not refer to confidentiality as a barrier for knowledge sharing, for example, as seen in (Leonardi 2017).

According to the respondents, the high amount of available information carries more positive than negative consequences. They argue being able to filter and organize all that information with some criticality. As such, although a common theme under discussion, issues concerning information overload (Leonardi, 2017) – a situation in which you receive too much information at one time and cannot think about it clearly – is practically not brought out by them. This may corroborate the idea of a hypercognitive generation very comfortable with collecting and cross-referencing many sources of information (Francis & Hoefel, 2018). The digital familiarity affords that young users can more actively and intuitively explore content (Villa et al., 2020).

Likewise, the interviewees tended to diminish problems related to the information reliability again. They would have the required awareness to check whether the content is true or false. However, this perception is not aligned with the understanding that digital natives are expressing disquiet and distrust about the way the data is used on private social media (Deloitte, 2019), and also not aligned with what they recurrently said during the interview about fake news being a concern for internal social media use. This may indicate that digital natives think that information reliability is a problem apart from them, caused by other users on private social media – and that within a more controlled environment, that is, the work environment, they can work around reliability issues.

This same behavior, a self-reported ability to deal with the information, is shown by them on the topic's quality and extent. Most interviewees said they feel somewhat obligated to look for available information before bothering someone, even subject matter experts, or not even contact them at all. Some of them acknowledge that there may be some losses on this conduct, but they prefer relying on a perceived capacity to absorb the available information properly.

The few times that interviewees appointed concerns on information reliability topics, a detachment discourse was used, often referring to "people" instead of the first person. Would this level of confidence mean that they feel superior to other people or other generations on information

processing because they are used to social media and are natives of the information age? Could this result from trust in organizations responsible for ensuring that information is being adequately exchanged within the company? The respondents address the role organizations play in monitoring and controlling the flow and content of information within internal social media.

Table 13

Knowledge management aspects – extractions

Visibility and perpetuity	<ul style="list-style-type: none"> – <i>I think the fact that knowing that any information that I share inside the social media tools inside my company can be seen by literally everyone in the company is a little scary.</i> – <i>You might be afraid that there's something wrong in there, and people you're going to see that, or are you might be afraid that you have sensible information, for example.</i> – <i>I try to not share that much information unless I know it's a safe space for it like specific page created for that, that only members have access to that.</i> – <i>If someone publishes any information about a document that's confidential for online for anyone on the company to get access to it, it can be a problem.</i> – <i>I think people who are used to sharing things are not afraid to share because of the visibility or anything.</i> – <i>I think that the key for making the social media work on a work environment is the control of information that's being published.</i>
Information overload	<ul style="list-style-type: none"> – <i>I believe there is a lot of information nowadays that people just receive and don't process correctly and just spread them and that's very concerning point because I believe everybody can be overwhelmed with the information that gets to us.</i> – <i>I see the high amount of available information as a positive aspect in our workday. I don't feel overwhelmed since I will only use what I need, and that flexibility is very helpful to my work in progress.</i>
Reliability / Information quality and extent	<ul style="list-style-type: none"> – <i>I do think that with the amount of information that is available, I tend to try and look for it on my own instead of going to someone and asking right away, just because it might be perceived that you're lazy if you haven't done that.</i> – <i>I mean the information is there for everyone so you might as well try and look for it before talking to someone, although I understand that this might make information that I get a little shallower because I haven't talked to someone who could add something to me.</i>

- *I agree with the fact that the availability of information really helped people to get access to things that before they could only get from experts, but I still believe that you get the information but just the experts will know how to do the interpretation, and really understand how to use that information.*
 - *It's very likely that people will access less experts nowadays with this great amount of available information because we can have most of our doubts or daily questions answered by accessing some content such as technical papers or technical books.*
 - *That's the main issue, people think that everything that's online is true, so they do not ask experts anymore. They don't try to find an expert opinion. They just Google it and think that the answer is the true.*
-

4.6 Employee Voice, Organizational Authenticity and Transparency

The respondents consented that internal social media raises individual voices, mainly referring to contacting other people that would otherwise be very inaccessible. To a lesser extent, the respondents referred to the power of creating influencers by individual sharing and drawing a parallel to social media influencers in general. Also, there is a link between collaboration, connectivity, space to make yourself feel heard and, where similar questions and ideas of coworkers may raise, increasing the bond between colleagues.

These responses corroborate a perception of the spiral of voice as discussed by Madsen and Johansen (2019), which study demonstrated that visibility and persistence of communication on internal social media may foster a spiral of voice, at least in organizations with an open communication culture and managers who are receptive to employee voice. Internal social media provides employees with a powerful communication opportunity in the organization, enabling them to gain support from coworkers, to create a spiral of voice concerning a specific issue or problem. Thus, the media's visibility and the escalation of the individual's points of view put pressure on support staff and middle and senior managers to answer the employees' questions. Nevertheless, whether these questions are answered transparently by executives or to stop the spiral can be a separate issue. Although there is an indication of internal social media as a more symmetrical communication platform that potentially enables the

increase of employee voice, the real benefits and challenges of its implementation within organizations are directly impacted by organizational culture and its role as an essential moderator (Verheyden and Cardon, 2018).

Looking at the theoretical foundation, market consultancy surveys such as Randstad (2019) affirm that transparency is considered a non-negotiable aspect of digital natives' work ethics. However, aspects regarding organizational gatekeeping were not entirely stressed by the interviewees, except by one respondent that said the internal social media brings power to both employee and organization, which may be an indication that this generation is not fully aware of the moderator role of the company's culture on internal social media. Also, it supports the idea that employees' use of internal social media contributes to an enhanced level of perceived transparency and authenticity of the organization and organizational identification (Men and Hung-Baesecke, 2015, Men et al., 2020).

Indeed, although pointing that internal social media may facilitate shaping the users' behavior, its impact on organizational context compared to private social media is diminished by the respondents. They frequently refer to behavior shaping only due to emotions that are influenced by what is seen in the platforms, for example, happier and positive messages contrasted to publications misaligned to someone's values. However, interviewees defended that internal social media do not have the same financial appeal that private social media, showing a lack of awareness on organization's intention to integrate the desired behaviors into their team's daily routines in order to control those behaviors within the organization's culture, as discussed by Verheyden and Cardon (2018).

A pragmatical example of this reality appeared in 2019 when employees accused Google of creating a spy tool to suppress worker dissent (Scheiber & Conger, 2020). Thus, one can ask if the interviewees have a naivety that shields the perception of the organization's controlling power, either due to trust in the company as result of the company's culture (especially considering that they were

sampled from the same company) or due to the immaturity of the generation combined to an optimistic view over social media implications, or both

Table 14

Internal communication aspects – extractions

Employee voice	<ul style="list-style-type: none"> – <i>I feel like social media does raise individual voices and this, for me, is in general, not only relating to workplace. We see a lot of examples of people who weren't in an influencing position and then became influencers through social media by their individual sharing.</i> – <i>I think that you have more space to collaborate, you have more space to make yourself feel heard.</i> – <i>I think that the company does feel more connected when you have for example live events where you can ask questions to the board members which are people that in other contexts would be more difficult to access for any normal employee.</i> – <i>I do think that raises connectivity, you might see people that have the same question as you or think in a similar way. So, you also feel more connected to your co-workers when that happens.</i> – <i>I definitely believe that things really help our organization to be more connected and I think it also gives voice to the employee because he is able to talk with anyone of the company and of any country and they will be answered and that makes everyone more accessible and makes the employee to believe he has the power to give his opinion to be listened, because he can do that.</i> – <i>He doesn't need to pass through the director then to the chief then to other person to get to the main person he would like to talk. So, I think this direct communication is very good and really strengthen the thought of the company to make everybody think like an owner and to really participate in a horizontal organization.</i> – <i>I believe that internal social media gives a lot of opportunities to employees and especially raise their voice because they have the opportunity to contact other people that would otherwise be very inaccessible.</i> – <i>Most employees in the company, that have an organized social media, may have access to people in higher positions and have facilitate contact with them, that wouldn't happen without these social media.</i> – <i>I believe it can be good and make everyone heard. So, anyone can share opinions and information more easily.</i>
Behavior shaping	<ul style="list-style-type: none"> – <i>I do think maybe with a wrong use of those internal social media the organization can also control some aspects of the employees daily private life if they use them to the power that shouldn't be used that happens too in the workplace.</i>

- *I think that any social media may facilitate shaping the behavior of the users. I think, that's it, we are influenced by what we see and if we see a lot of positive messages, if we see positive things happening, and people talking about them you might as well feel happier in the workplace. On the other hand, you see things that you don't like or don't coincide with your values, you might start feeling more unhappy in the workplace*
 - *I do think that the social media has a lot of power to change our emotions and how we feel and then in the second moment that ends up changing our behavior too*
 - *Maybe with a wrong use of those internal social media the organization can also control some aspects of the employees daily private life if they use them to the power that shouldn't be used*
 - *I believe that internal social media facilitates their organization to shape in place behavior in that way because they have a lot of information about each of their employees and that information can be related to work and also not related to work, related to private life*
 - *I think this internal social media communication gives a lot of power for both sides: for the employees and for the company itself.*
 - *I think that it needs to be well controlled by the organization.*
-

4.7 Corporate Surveillance

Although the responses demonstrate that digital natives have a perception that internal social media may afford higher monitoring and surveillance, negative perceptions related to the potential control by the company or privacy issues are not highlighted or are somehow diminished by the interviewees. For example, there was no reference to the excess of watching over by employers. Analytics were referred to as a "good thing" to minister working efficacy.

This digital natives' perception exhibited during the interview opposes previous research findings. First, because it was expected that they are too aware of the trade-offs they make in terms of personal privacy and accountability while using social media (Young and Åkerström (2016)), and as such, this would be a point to be highlighted by them. Additionally, even though reference to internal social media as a tool that enables companies to reach better control over a dynamic and complex organizational environment could be found in the literature regarding its disadvantages, this correlation

was not established by the interviewees. For example, Leonardi et al. (2013) argued that digital communication can provide management with extra monitoring and controlling opportunities, which is not always positively perceived by employees. Ten (2017) research also indicated a perception of increased pressure from management afforded by additional means for surveillance and control. It referred to it as a part of the digitalization of social media. Indeed, an Accenture survey of C-suite executives reported in 2019 that 62% of their organizations were leveraging new tools to collect data on their employees, and only 30% of the C-suite executives who were polled reported themselves as confident that the data would always be used responsibly (Accenture, 2019).

However, this digital natives' perception may be a consequence of the particular organizational environment that the respondents are immersed in. They were sampled from the same company, which may not have applied uncovered surveillance techniques. One respondent appoints ethical organizational culture as a factor for disbelief in corporate data mishandling. Once again, there might be an indication that digital natives will trust organizations unless there is any adverse event and that the technologies' optimism is again prevailing. Drawing a parallel with what was described on the theoretical foundation, that digital natives individuals are expressing uneasiness and pessimism about the way private social media data is used, and extending this to the organizational context, the neglect over the risk of misapplication of surveillance tools would be hazardous for the organizations, unless trustworthiness is established. In fact, they are expected to patronize and support companies that align with their values. They will not hesitate to lessen or end relationships when they disagree with companies' business practices, values, or political leanings.

Besides corporate surveillance itself, this set of questions also intended to address digital natives' likelihood of feeling an obligation to create and share content, eventually correlate to a potential organizational requirement that may lead to (or reinforce) a compulsive behavior exaggerated need for sharing. In summary, the respondents believe in a participatory culture naturally created on

social systems that impose a high contribution level. Visibility and competition appear to be the reason behind this behavior, as they believe people who will use more social media are more likely to be valued by the organization. However, it is not clear if the pressure results from the company's culture or only a projection of the competition already present on the private social media.

Table 15

Corporate surveillance aspects – extractions

Monitoring	<ul style="list-style-type: none"> – <i>It can have a lot of monitoring from the employees and also from the high management teams because there is a lot of information available.</i> – <i>It kind of creates that environment of monitoring.</i> – <i>Companies can monitor this collaboration by a lot of indicators available in these social medias.</i>
Privacy	<ul style="list-style-type: none"> – <i>I always say that I always imagined IT reading my chats, but I don't really feel monitored for what I am doing.</i> – <i>I don't feel my privacy is being hurt for example, and I don't know if it's the company culture or the habits of the company.</i> – <i>I do think that the social media inside our organization does bring that aspect of any social media that you feel like people are looking at you and they might be positive or might be negative depending on how you feel if you feel judged, or if you feel connected.</i>
Obligation to share	<ul style="list-style-type: none"> – <i>Everyone is going to feel really pressured to share content there.</i> – <i>They need, not they can, they need to post something always, they always need to be connected on the company social media.</i> – <i>Sometimes people may see obliged to create and share content because they see that others are doing that and that raises a feeling of competition that's very natural to human beings.</i> – <i>Most organizations value people that collaborate more.</i> – <i>They are more important to the company because they are acting on the active way.</i> – <i>I believe that this person can feel really pressured (by sharing details and information for anyone to access) and maybe that cannot be healthy.</i> – <i>This competition feeling that may be generated within the company about content sharing and communication itself</i>

- *People who will use more social media are more likely to just to be valued and seeing and remembered because they are putting themselves out there. That's not easy because you have to be willing to take the risk to feel a monitored or judged by other people. So, I think that in some way is rewarded by other people.*
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4.8 Discussions and insights

There is a pervasive awareness of duality on digital natives' self-reported observations by analyzing the data. This duality perceived on the analysis aligns with research findings that digital natives have a dual relationship with social media, as they recognize the adverse effects of social media but consider that the benefits of technology outweigh the risks and prevailing an optimistic view around the matter. Indeed, this research indicates that this duality is not seen as a direct love/hate relationship between the youngest generation and technology, more specifically social media. In reality, it is present between the lines, and the construction of this notion of ambiguity appears when looking at the discussed topics as a whole. Table 16 summarizes each topic's main findings, which supports the discussions henceforth by analyzing and associating the findings, interesting hypotheses concerning digital natives, social media, and organization rise.

As it relates to private social media, digital natives' narratives show awareness of an opposing side of it, in this case mostly related to time-consuming data misuse and over-distraction. However, there is also a promotion of the technology's benefits, mainly expressed as worthy uses, such as healthy communication and education. The dichotomy is also expressed as a desire to spend less time connected, but with the inability to directly control the amount of time dawdling on social media. Besides a natural internal conflict that one could face related to any living experience – I love sugar even though I get fat – this shy duality may also be a result of being immersed on the internet since they were born – how one could point out negative or positive aspects if he/she has not seen anything different? How can one stay away from it if it is spread over society?

Indeed, moving to organizational context, at first, it is observed that internal social media is not a particular subject on top of the heads of the digital natives. In other words, they are naturally connected to the platform, and in some cases, do not realize how it is deeply present in their professional routine activities. Therefore, how can one evaluate social media usage at the workplace if he/she has not experienced working without it? Since they are natives from a digital era, expecting a strong dichotomy on their perceptions about social media use would be unnatural, making even more valuable a dive in the interviewees' responses to identify any underlying feelings and emotions. Thereby, signs of concerns and contentment from the young generation, albeit marginally uncovered, may have an important influence on how researchers and organizations should continue working. With this in mind, their perceptions of the use of internal social media obtained during the analysis of the interviews are compiled hereafter to reveal theoretical hypotheses and potential implications.

Although with a restricted view on the topic, internal social media impact on professional life is positively expressed. The aspects most considered are better collaboration and communication, dynamism, and higher productivity. Delving into internal social media, other dualities are raised. They want the social media at the workplace to be similar to private – at least they say they like it this way – but they also think there should be a separation. Also, considering the modern society, the opined view that there is an exclusive link between entertainment and private social media, as well as the idea of control over share or not-share personal information at work, seems a utopian perception and a way to picture a cloudy or even inexistent line between the contexts. Extrapolating, they believe they (could) behave entirely differently in the workplace as compared with privately, which may corroborate the idea that people's perception of the utility of technology is formed differently when that technology is used in the workplace rather than outside of it. However, the question that arises is whether this idea remains valid in our contemporary society in which the line between personal and professional is increasingly blurry. Once again, the ambiguity arises with the awareness that technology has become a

double-edged sword for work-life balance. They say they desire a work-life balance, but they also struggle with technology addiction and organizational expectations. More importantly, the detriment of the "always-on" culture is somehow diminished by arguing on the importance of readiness, working hours flexibility, and convenience, combined with a hypothetical control over the use after-office.

Increasing the focus on internal organizational process, the optimistic view is corroborated, stressing the duality. For example, on knowledge management matters, although a common theme under discussion, issues concerning information overload are lessened by digital natives. Problems related to information reliability are as well diminished. There is even a feeling of obligation to look for available information before contacting subject matter experts or not even contacting them at all. However, this narrative is not aligned with the understanding that digital natives express disquiet and distrust about the way data is used on private social media. On top of this, there is also a self-reported ability to properly handle, classify and process all information that is being exchanged, not only related to its amount but also its content.

This may corroborate the idea from theoretical research of a hypercognitive generation, very comfortable with collecting and cross-referencing many sources of information, and that digital familiarity affords that young users can more actively and intuitively explore content. However, the interesting point is that the few times that concerns with information usage were appointed, a detachment discourse was used by frequently speaking in the third-person. Thus, there is an indication that digital natives think that information misuse is a problem apart from them, caused by other users on social media, especially private – and that within a more controlled environment, that is, the work environment, they can work around reliability and further issues. Would this level of confidence mean that they feel superior to other people or other generations on information processing because they are used to social media and are natives of the information age? In this sense, there is also a belief that

organizations are responsible for ensuring that information is being adequately exchanged within the company.

Moreover, on internal communication matters, although transparency is referred to in the literature as a non-negotiable aspect of digital natives' work ethics, and even though there is consent from them that internal social media raises individual voices, aspects regarding organizational gatekeeping are not entirely stressed. They also declare that internal social media does not have the same financial appeal as private social media, showing a lack of awareness of its intention to shape behaviors within its culture. From the perspective of digital natives, there is a detachment from the contemporary popular academic definition of internal communication: the planned use of communication actions to systematically influence the knowledge, attitudes, and behaviors of employees. Furthermore, looking at corporate surveillance, although digital natives have a perception that internal social media may afford higher monitoring and surveillance, negative perceptions related to the potential control by the company or privacy issues are not highlighted or are somehow diminished.

Therefore, the primary duality on organizational context is that although the alignment with company values seems to be the most important factor for digital natives, there is an indication that this generation is not fully aware of or cannot perceive the moderator role of the company and how things work behind the scenes. How could one create a feeling of trust without identifying each part of this relationship's interests and how the things happen underneath the surface? This may indicate a pre-establishment of trust.

Thus, as a result of the analysis and discussions, there is an indication of a naivety that shields the perception of the organization's controlling power, due to frontline trustworthiness feeling in a result of the company's projected culture and values, but also due to the professional immaturity of the generation combined to an optimistic view over social media implications. Consequently, there is an

indication that digital natives will trust organizations as long as they have their values aligned or, in other words, unless there is any adverse event, and that the optimistic view over technologies will prevail in the workplace. When lights out, regardless of the consequences, digital natives believe in a participatory culture naturally created on social systems that impose a high level of social media contribution within the company. Visibility and competition appear to be the main reason behind this behavior, as they believe people who will use more social media are more likely to be valued by the organization – even though it is not clear if the pressure is a result of the company's expectation or only a projection of what is already present on the private social media, or both.

As discussed, the literature endorses the paradox in the definition of digital natives, which is to assume that being competent to operate in the modern environment is the same as being fully satisfied there – they make good and effective use of online tools and resources but are also too aware of the trade-offs they make. However, it seems that the positive side is winning the game, but anyone a little curious would ask: What is at the core of this seemingly contradictory feeling? Is it just a young professional "have my cake and eat it too" mentality, or does it reveal something more profound about social media? Although recent, social media has permanently entrained people's lives and affected them both positively and negatively – and enough time has passed for having its rottenness exposed. Digital natives were already born in the middle of the discussions about these disadvantages. Not only, but they also have to deal with older generations pointing the finger at social media issues (proved or not), with the speech that "back then things were better." Maybe they have no other option than to stress they acknowledge all the negative points when in reality they are comfortable to deal with them, as any other concerns all generations had to deal with. In this case, taking advantage of the multiple benefits is twice as important, although not disregarding the concerns.

Lastly, as presented on the theoretical background, although scarce, the literature on internal social media in light of human resource management indicates that its use affords beneficial

implications on employee socialization and collaboration, along with engagement, and is positively related to performance, mediated by knowledge management. Thus, there seems to be an opportunity to tackle this ambiguity for the organization but tended to a positive perception of internal social media and leverage its use to promote employee engagement even further, still maintaining or even increasing control and surveillance over employees. On the other hand, companies would have to maintain or update their alignment with the younger generation's values and ensure the digital natives' needs such as participation, transparency, flexibility, upward mobility, self-reliance, and personal freedom are fulfilled. As a result, it is recommended to establish best practices in using internal social media, including providing clear social media policies and employee training. The best practices should certainly comprise leadership commitment strategies, securing endorsement; sharable, relevant, and practical content; and transparency, authenticity, and consistency.

Nevertheless, it is worth to remind the context of this study, which is a consulting and engineering company. As such, digital natives narratives and insights in here discussed are inserted a adhocratic structure of company. Adhocracies are flexible organizational structures, where control comes from lateral co-ordination as opposed to traditional hierarchy – decisions are devolved, and coordination relies on good communication (Mintzberg, 1980).

Table 16*Main remarks per content area*

Before getting to organizational context	The respondents acknowledge the negative impacts of social media, sometimes by trying to hide the use, but agree that the benefits of the technology, in this case mainly expressed by their use for interaction with acquainted ones and for knowledge acquisition, outweigh its disadvantages. Interviewers would prefer to spend less time connected but that they can't directly control the amount of time they spend on private social media, sometimes even relying on an alarm to indicate that a time limit has been exceeded.	Besides a natural internal conflict that one could face related to any living experience – I love sugar even though I get fat – this shy duality may also be a result of being immersed on internet since they were born – how one could clearly point out negative or positive aspects if he/she hasn't seen anything different? How can one stay away from it if it is spread over the society?
Nature of the interaction with internal social media	Internal social media is not a particular subject on top of the heads of the interviewers. In other words, they are naturally connected to the platform, and in some cases do not realize how it is deeply present on their routine activities. Although with a restricted view on the topic, internal social media impact on their professional life is positively expressed by the respondents at this initial point of the interview. The aspects that they considered most are better collaboration and communication, dynamism, and higher productivity.	How can one clearly evaluate their usage of social media at the workplace if he/she hasn't experienced working without it? Since they are natives from a digital era, expecting strong dichotomy on their perceptions about the use of social media would be unnatural, making even more valuable a dive in the interviewees' responses to identify any underlying feelings and emotions. Thereby, signs of concerns and contentment from the young generation, albeit marginally uncovered, may have an important influence on how researchers and organizations should continue working.
Initial perceptions on internal social media	The respondents want the social media at the workplace to be similar to private - at least they say they like it this way - but they also think there should be a separation. There is a link of entertainment only to private context, as well as the idea of control over share-or not share personal information at work.	It seems a utopian perception and a way to picture a cloudy, or even inexistent line between the contexts. Extrapolating, they believe they (could) behave completely differently in the workplace as compared with privately, which may corroborate the idea that people's perception of the utility of a technology is formed differently when that technology is used in the workplace rather than outside of it. However, the question that raises is whether this idea remains valid in our contemporary society in which the line between personal and professional is increasingly blurry.
Blurring lines between rest and work times	The interviewers desire a work-life balance, but they also struggle with a technology addiction and organizational expectation.	

Knowledge management aspect	<p>Issues concerning information overload are lessened by respondents. Problems related to the information reliability are as well diminished. There is a feeling of obligation to look for available information before contacting subject matter experts, or not even contacting them at all. There is also a self-reported ability to properly handle, classify and process all information that is being exchanged, not only related to its amount but as well its content.</p>	<p>This may corroborate the idea of a hypercognitive generation, very comfortable with collecting and cross-referencing many sources of information and that digital familiarity affords that young users can more actively and intuitively explore content. But an interesting point is that the few times that concerns with information usage were appointed, a detachment discourse was used, by frequently speaking in the third-person. Thus, there is an indication that digital natives think that information misuse is a problem apart of them, caused by other users on social media, especially private – and that within a more controlled environment, that is, the work environment, they are able to work around reliability and further issues. Would this level of confidence mean that they feel superior to other people or other generations on information processing because they are used to social media and are natives of the information age? In this sense, there is also a belief that organizations are responsible for ensuring that information is being properly exchanged within the company.</p>
Employee voice, organizational authenticity and transparency	<p>Even though there is a consent from the respondents that internal social media raises individual voices, aspects regarding organizational gatekeeping are not entirely stressed. Also, they declare that internal social media do not have the same financial appeal as private social media.</p>	<p>There is a detachment from the contemporary popular academic definition of internal communication, that is the planned use of communication actions to systematically influence the knowledge, attitudes and behaviors of employees. Although the alignment with company values seems to be the most important factor for digital natives, there is an indication that this generation is not fully aware of or cannot perceive the moderator role of the company and how things work behind the scenes. How could one create a feeling of trust without being able to identify the interests of each part of this relationship and how the things really happen underneath the surface? This may indicate a pre-establishment of trust.</p>
Corporate surveillance	<p>Although the responses demonstrate that digital natives have a perception that internal social media may afford higher monitoring and surveillance, negative perceptions related to the potential control by the company or privacy issues are not highlighted or are somehow diminished by the interviewers.</p>	

5 Conclusions and Implications

This research's primary purpose was to ascertain digital natives' perceptions regarding enterprise internal social media use. Employing an exploratory case-study in which in-depth interviews were reviewed via content analysis methodology, evidence-based insights were raised. The research question was answered looking at different perspectives as many topics were explored, allowing new themes to be uncovered.

The academic contributions from this research are twofold. First, by discussing the findings, there is an advance on the understanding of digital-native employees. Although theoretical background ponders that the alignment with company values seems to be the most important factor for digital natives, this study indicates that this generation is not fully aware of or cannot perceive the company's moderator role and how things work behind the scenes. There is an indication of a naivety that shields the perception of the organization's controlling power, due to frontline trustworthiness feeling possibly as a result of the company's projected culture and values, but also probably due to the professional immaturity of the generation combined with an optimistic view over social media implications. Consequently, there is an indication that digital natives will trust organizations as long as they have their values aligned or, in other words, unless there is any adverse event, and that the optimistic view over technologies will prevail in the workplace.

Second, the study contributes to the internal communication literature with a more granular understanding of enterprise social media's role. The findings suggest that when lights out, regardless of the consequences, digital natives believe in a participatory culture naturally created on social systems that impose a high level of contribution on social media within the company. Although the literature endorses digital natives make good and effective use of online tools and resources but are also too aware of the trade-offs they make, it seems that the positive side is winning the game. Digital natives were already born in the middle of the discussions about these disadvantages. Additionally, they have to

deal with older generations pointing the finger at social media issues (proved or not), with the speech that "back then things were better." Maybe they have no other option than to stress they acknowledge all the negative points when in reality they are comfortable dealing with them, like any other concerns all generations had to deal with. In this case, taking advantage of the multiple benefits is twice as important, although not disregarding the concerns.

The pragmatic contributions are also significant in a reality where individuals' changes are too rapid. More importantly, engaging and retaining the younger generation will be a challenge for organizations. The findings line up with the view that they are expected to patronize and support companies that align with their values. They will not hesitate to lessen or end relationships when they disagree with companies' business practices and values. Organizations can take advantage of this ambiguity but tend to positive perception and leverage their use of social media to promote employee engagement even further, maintaining or even increasing control and surveillance over employees. On the other hand, companies must ensure expectations alignment and fulfill digital natives' needs such as participation, transparency, flexibility, upward mobility, self-reliance, and personal freedom. Balancing the dual imperatives of digital natives can be challenging but exceptionally rewarding.

6 Limitations and Future Research Directions

Although the conclusions have contributed to internal communication theory and practice, it is clear that this study has many limitations that require more detailed investigations and could be addressed in future research.

First, this research is placed in a setting where constituents and contexts change too rapidly, as it involves generation alongside technology. Also, theoretical foundation shows substantial gaps in sustaining a solid line of research. A large portion of the information presented consisted of market reviews and consultancy reports, which do not provide a thorough scientific study methodology. Therefore, it is recommended that implications from this exploratory work are readily further investigated. The timeframe to implement learnings from such a research line in the pragmatic field will be restricted to a short horizon.

Second, the findings did not advance deep into areas such as employee engagement and performance, neither deliberated on theories from the psychology and sociology fields that frequently support social media and technology research. Therefore, future work might benefit from understanding the implications of internal social media affordances on organizational processes related to human resources management and acknowledging and correlating associated base theories.

Furthermore, internal social media perceptions need more research in, e.g., different organizations and different settings. The subjects of this study are from one particular company, all recognized as digital natives. While it was explained why this group was chosen, the conclusions still need to be validated for the larger group of professionals. It is recommended to include non-digital native users in future research to see if different results could be obtained or if deeper information would be provided. In this way, it might be possible to confirm the generational aspect, or instead, link the conclusions to a character of age and maturity. Moreover, a single-case research design does not

offer the same insights into theory-building. Therefore, future research may focus on other companies to validate and expand the findings.

Lastly, qualitative data was used to support the conclusions on relevant features, factors, or issues that might apply to similar situations. However, these results are not generalizable. Instead, this article's strength lies in developing important hypotheses for further study on employees' interaction with internal social media. Related to the research design, reliance on respondents' self-evaluations via in-depth interviews alone could have affected the conclusions as interviews are never entirely reliable sources for questions about behavior, especially in this case that the interviewer is from the same company as the respondent. For this reason, future research might benefit from triangulation resulting from a mixed-methods approach.

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Appendix A – Interview guide

I'm a Master student developing an academic research which objective is to explore digital natives' perceptions regarding the use of social media within organizations. The research focus is on digital natives (or Generation Z), people born from 95, and you may have an opinion on this subject. That's why I have planned this interview with you.

The study will be used only for academic purposes and the confidentiality of responses will be ensured. Before we get to our interview, I would like to provide an overall context of my research.

First, I would like to introduce the concept of the well-known term: social media. Social media is any platform whereby content is no longer created and published individually, but instead are continuously modified by all users in a participatory and collaborative manner. In other words, social media allow the creation and exchange of user generated content. You are probably familiar with social media applications such as YouTube, Instagram and LinkedIn.

Extending this subject to organizational contexts, social media is used for two different purposes. The first, and more commonly studied, is for communication with external parties, such as customers, vendors, and the public in general. The second end, and the focus of my research, is for communication and social interaction within the company, known as internal social media.

Nowadays, integrated social media platforms for communication within companies has created an engaging, collaborative and relevant framework, enabling users to create, share, as well as consume content, and to participate in social networking. You are also probably familiar with applications such as Teams, Yammer, SharePoint, Stream and all others available in your organization.

Before getting to organizational context	<p>How is the use of social media such as Instagram, Twitter and YouTube in your life? What leads you there? How does it affect you and your behavior? Do you believe that being more or less “connected” would be important for you, and why so?.</p>
Nature of the interaction with internal social media	<p>How familiar are you with social media tools, such as Yammer, SharePoint, Teams and Stream? Would you define yourself as a frequent user? For which usages do you find it useful? How the use of these tools affects your daily activities?</p>
Initial perceptions on internal social media	<p>In your opinion, what are the main characteristics of these modern communication tools? What do you think about the characteristics of social media in the workplace as compared to social media used in your private life? Are you comfortable by being at the internal social media and sharing professional and private details about you in social tools at work?</p>
Blurring lines between rest and work times	<p>Do you have the apps installed in your cell phone? Are the notifications on? Do you check it after working hours? How is the separation between working and not-working hours for you? In your opinion, the modern communication platforms promote the interaction between private and professional worlds?</p>
Knowledge management aspect	<p>Do you believe that the visibility and perpetuity of the information may let people avoid sharing content? Is there a concern regarding shyness? And how about confidentiality? Do you feel overwhelmed by information? Are you concerned about the reliability of the information shared? And accountability for sharing? Do you believe that experts are less accessed because of the higher information availability?</p>
Employee voice, organizational authenticity and transparency	<p>How do you believe internal social media impacts communication at the workplace as it relates to transparency and authenticity, as well as raise employee voice? Do you feel that the organization is more connected to employees because of the internal social media? Do you believe that the internal social media may facilitate organizations to shape employee’s behavior?</p>
Corporate surveillance	<p>Do the use of social media result in more monitoring by colleagues and organization? Do you feel informally “obligated” to create and share content – to be in there? Do you believe that people that collaborate more are more valued by the organization?</p>