

EFFECTS OF USING SOCIAL MEDIA IN THE WORKPLACE

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Purpose: The article aims to identify the effects of using social media by company employees in the workplace based on a review of existing research literature.

Design/methodology/approach: This paper applied a literature review procedure according to Hart's methodology, which consists of the following steps: data identification and collection, data evaluation, bibliometric analysis, visualisation, interpretation and description of the research findings.

Findings: In light of the growing prevalence of online communication, the article examines the consequences of employees' utilisation of social media in the workplace, both positive and negative.

Practical implications: An attempt has been made to identify the specific challenges for managers and contemporary organisations that need to be addressed due to the growing importance of social media in the workplace.

Originality/value: This paper presents a structured analysis of the use of social media during working hours. The results of the study can assist managers in developing an organisational management policy for the use of social media in organisations.

Keywords: virtual communication, social media, Enterprise Social Networks, workplace.

Category of the paper: research paper.

1. Introduction

The number of individuals utilising social media (SM) is on the rise, both in Poland and globally. This is evidenced by the findings of DataReportal Poland (2023), DataReport (2024) and Digital in Poland (2021). DataReportal (2024) indicates that in January 2024, there were 27.90 million active social media users in Poland. Globally, this number has already exceeded 5 billion, representing 69.4 per cent of the total population. This represents a year-on-year increase (DataReport, 2024). Such significant popularity of social media can be attributed to the rapid development of digital technologies and mobile tools. In the contemporary era, social

media exerts a pervasive influence across a multitude of domains, encompassing communication, politics, entertainment, and work.

In recent years, organizations have increasingly relaxed their restrictions on employees' use of social media (SM) during work hours. Initially, these restrictions were common (Ashraf, Javed, 2014; Kuvaas, 2006; Labban, Bizzi, 2020). However, the entrance of Generation Y and Z into the workforce, for whom social media is a natural mode of communication, has necessitated a shift in organizational strategies. Employers are now recognizing SM as a critical communication tool that can be leveraged for various purposes, such as client engagement (Aichner et al., 2021; Tajvidi, Karami, 2021), enhancing employer branding (Hanu et al., 2021; Keppeler, Papenfuß, 2021), recruitment processes (Hanu et al., 2021; Hosain et al., 2020; Alexander et al., 2019), building employee communities and social capital (Aichner et al., 2021; Akram, Kumar, 2017; Correa et al., 2010), facilitating knowledge exchange (Ewing et al., 2019; Shane-Simpson et al., 2018), and increasing employee engagement and motivation (Borst et al., 2020a; Ewing et al., 2019; Bizzi, 2018; Ashraf, Javed, 2014).

Recent research presented in the Press Kits Report (2021) indicates that 64.5% of individuals in Poland use social media during work hours, with nearly half of these individuals using SM for both professional and personal purposes (Press Kits - Biuro Prasowe Grupy Pracuj, 2021).

The dynamic rise in the popularity of social media is also reflected in the literature exploring this phenomenon (Tajvidi, Karami, 2021; Labban, Bizzi, 2020; Adjei et al., 2020; Ali-Hassan et al., 2015; Cao et al., 2012). Researchers examine social media from various theoretical perspectives, predominantly focusing on areas such as personal behavior theories (Yaqub, Al-Sabban, 2023; Kolade et al., 2022; Lampropoulos et al., 2022; Zdonek, Król, 2021; Seidman, 2020), social behavior theories (Tajvidi, Karami, 2021; Labban, Bizzi, 2020; Bizzi, 2018; Ali-Hassan et al., 2015), organizational behavior theories (Babu et al., 2020; Chai, 2020; Van Zoonen et al., 2017; Kluemper et al., 2016), mass communication theories (Ali et al., 2019; Lee, Lee, 2018), the Technology Acceptance Model (Yaqub, Al-Sabban, 2023; Rauniar et al., 2014), social capital (Kahtani, Sulphrey, 2022; Presthus, Vatne, 2019), and the Resource-Based View (Elia et al., 2021; Schaupp et al., 2015), among others.

In light of the above, this article seeks to analyse the issues related to this research problem: What effects can be identified for the increasing importance of social media use by employees in the workplace? In order to identify these effects, the following specific questions were defined:

- (P1): What are the reasons for the increase in the importance of social media in the workplace?
- (P2): What are the positive consequences of employees' use of social media in the workplace during working hours?
- (P3): What are the negative consequences of employees using social media in the workplace during working hours?

Therefore, the authors defined the aim of the work as systematizing knowledge about the effects of social media use by employees in the workplace. By exploring both the beneficial and adverse outcomes, the study aims to provide a comprehensive understanding of this contemporary issue, offering valuable insights for organizational policy and strategy development.

For the defined purpose, a literature review procedure was used by the Hart methodology. This methodology consists of the following stages: identification and collection of data (1), data assessment - verification (2), bibliometric analysis (3), visualization (4) and interpretation and description of research results (5) (Hart, 2018). The literature selection process is shown in Figure 1.

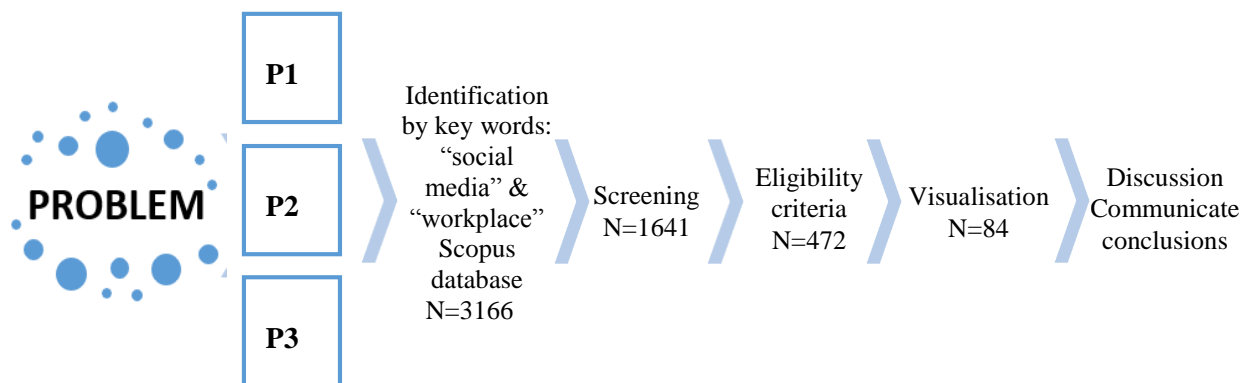


Figure 1. Literature review procedure.

Source: own study.

After formulating the research problem and posing the research questions, the identification and data collection stage began. For the purposes of the literature review, a repository of scientific publications from the Scopus bibliographic database, which indexes articles from high-impact journals, was utilised. Recent studies have recommended the use of Scopus and/or Web of Science for literature searches (Czakov et al., 2023; Kumar, 2021). Nevertheless, scholars frequently opt to utilise only one of these databases. In contrast, WoS is recommended for a selective approach (Azarian et al., 2023), while the Scopus database is preferred for broader data selection due to its comprehensive coverage (Czakov et al., 2023; Munn et al., 2018). The Scopus database contains a comprehensive range of published scientific literature, including journal articles, conference proceedings, patents and books. A total of 3166 publications were extracted based on the selected keywords *social media* and *workplace*.

In the next stage, the search for articles was narrowed down to those published between 2010 and 2024 and written in English. In addition, the subject matter was also restricted to *Social Sciences, Business, Management and Accounting, Engineering, Computer Science, Psychology, Economics, Econometrics and Finance, Decision Sciences, and Multidisciplinary*. Additional criteria were: document type, journal articles, conference articles, chapters in books and books were selected. After selecting all criteria, 1662 documents remained for analysis (Table 1). The eligibility criterion was the possible access to the content of the publication

(all open access), where 472 articles were obtained, which were then reviewed during *the first screening* (i.e. first reading). The main objective of the stage called first reading, screening (early screening), was to eliminate articles with a weak thematic link to the research questions.

Table 1.

Refine search Social media classification

Base	Scopus (n = 1662)	Scopus all access (n = 491)
Keywords	Social media&workplace,	Social media&workplace,
Range-year	2010-2024	2010-2024
Subject area	Social Sciences (876), Business, Management and Accounting (479), Engineering(165) Computer Science (429), Psychology (215), Economics, Econometrics and Finance (186) Decision Sciences (0) Multidisciplinary(0)	Social Sciences (267), Business, Management and Accounting (118), Engineering(0) Computer Science (114), Psychology (77), Economics, Econometrics and Finance (41) Decision Sciences (0) Multidisciplinary(0)
Document type	Article (1,033) Conference paper (236) Book chapter (204) Book (74)	Article (427) Conference paper (28) Book chapter (25) Book (14)
Language	English	English

Source: Own study.

Titles, keywords and abstracts were read. All articles that were not related to or did not discuss the topic of social media in the workplace were excluded. Only articles related to the scope of this study were selected. Therefore, after screening the titles and abstracts, 115 articles remained.

In a text phase called the *second screening* (full reading), the full texts of all 115 remaining articles were read, and articles that did not contribute to this study were excluded. This process resulted in 84 articles being retained. The remaining articles were subjected to thematic content analysis in order to integrate the conceptual framework and extract the necessary information from the texts. Six areas of social media use in organisations have been identified. In addition, detailed factors that cause negative and positive consequences of using social media by employees in the workplace have been identified and assigned to these areas.

The final stage presents a visualisation of the research in the form of tables and a discussion of the results of the analysis.

2. Social media in the workplace

The evolution of the internet and mobile technology has given rise to the phenomenon of social media. Social media (SM) can be defined as an umbrella term for a range of applications that use Internet technologies to allow users to create and participate in communities through

functions such as communicating, interacting, sharing, collaborating or publishing information (Mauroner, 2016).

The literature presents various definitions and classifications of social media (Table 2) (Aichner et al., 2021; Mazurek, 2018; Gruzd, Roy, 2016; Leonardi et al., 2013). A.M. Kaplan and M. Haenlein proposed a classification of social media based on two groups of factors: *social presence and media richness* (allowing users to establish relationships through diverse forms of information), and *self-presentation and self-disclosure* (enabling users to share private information with others). This framework identifies six types of social media: blogs, social networking sites (e.g., Facebook), virtual social worlds (e.g., Second Life), collaborative projects (e.g., Wikipedia), content communities (e.g., YouTube), and virtual game worlds (e.g., World of Warcraft) (Kaplan, Haenlein, 2010, p. 62).

A critical analysis of the literature reveals that the commonly used classification is somewhat conventional and may be insufficient due to the rising importance of enterprise social networks (ESN). Other scholars have proposed alternative classifications of ESM, including Lupa-Wójcik (2018), Scott (2016), and Aichner & Jacob (2015). These are presented in Table 2. (Lupa-Wójcik, 2018; Scott et al., 2016; Aichner, Jacob, 2015).

Table 2.
Social media classification.

AUTHOR(S)	CLASSIFICATION
Kaplan, A.M., Haenlein, M. (2010)	<ul style="list-style-type: none"> - blogs, (e.g., WordPress) - social networking sites (e.g., Facebook) - virtual social worlds (e.g., Second Life) - collaborative projects (e.g., Wikipedia) - content communities (e.g., YouTube) - and virtual game worlds (e.g., World of Warcraft)
Aichner, T., Jacob, F. (2015)	<ul style="list-style-type: none"> - blogs: Wordpress, Blogspot - microblogs: X (Twitter), Tumblr, Instagram - business networks, LinkedIn, GoldenLine - collaborative projects: Wikipedia) - Enterprise Social Networks - Forums: Reddit - photo sharing: Flickr, Photobucket - rating services: TripAdvisor, Filmweb, IMDB - social networking sites: Facebook, Google+, Orkut, Tuenti - social bookmarks: Delicious, Pinterest - social games: FarmVille, GoodGame Empire - video sharing: YouTube, Vimeo, Dailymotion, TikTok - virtual worlds: Second Life, Furcadia, Guild Wars
Scott, K.S., Sorokti, K.H., Merrell, J.D. (2016)	<ul style="list-style-type: none"> - social networking sites (SNS), Facebook and LinkedIn - blogs, WordPress - microblogs, X(Twitter) - wikis, MediaWiki and PBworks - social bookmarks/tags, Delicious and Diigo - media sharing tools, YouTube and Flickr - web-based office tools, Google Apps (documents, presentations, calendar) - enterprise social network system (ESN), Yammer, Jive

Cont. table 2.

Lupa-Wójcik, I. (2017)	<ul style="list-style-type: none"> - individual, e.g. dating sites - corporate, e.g. Yammer - mixed, e.g. Facebook
Mao (2014) Kaznowski, (2016) Gruzd, A., Roy, J. (2016) Mazurek, D. (2018)	<ul style="list-style-type: none"> - presentation of opinions and views, e.g. blogs - internet multimedia repositories (sharing resources, e.g. videos, files, music, etc., e.g. YouTube) - social platforms (building and maintaining relationships, e.g. Facebook) - instant messaging (communication and discussion, e.g. internet forums) - information platforms (informing and commenting, e.g. Wikipedia, microblogs) - co-creation of resources or cooperation, e.g. Google Docs

Source: Own study based on Kaplan, Haenlein, 2010; Mao, 2014; Aichner, Jacob, 2015; Gruzd, 2016; Kaznowski, 2016; Merrell, 2016; Scott et al., 2016; Lupa-Wójcik, 2018; Mazurek 2018.

ESNs can be defined as *platforms that enable tight integration of multiple types of Web 2.0 tools in a single place on the web for companies and organisations* (Scott et al., 2016, p. 2). These platforms allow *employees to communicate or disseminate messages, identify or reveal specific colleagues as communication partners, publish, edit and sort texts and files associated with them or others, and view messages, connections, texts and files, published, edited and sorted by others* (Leonardi et al., 2013, p. 2).

a. Factors contributing to the increased significance of Social Media in the workplace

The significant growth in the utilization of social media in the workplace has been influenced by several key factors. The most notable catalyst for change has been the COVID-19 pandemic and the associated necessity for remote work (Yaqub, Al-Sabban, 2023; Godber, Atkins, 2021; Juchnowicz, Kinowska, 2021; Selvaraj et al., 2021; Zdonek, Król, 2021). This situation initiated changes in work organization within enterprises, particularly in the use of online communication and collaboration tools on an unprecedented scale. As noted by Yaqub & Al-Sabban (2023), social media has become indispensable for maintaining contact and effective collaboration among employees. The shift of meetings and training sessions to the online sphere increased the reliance of organizations on social media platforms and digital tools (Godber, Atkins, 2021).

Additionally, the development of digital technologies, the emergence of new platforms and tools, and the enhancement of existing ones (such as Microsoft Teams, Slack, and Zoom) have enabled effective collaboration within organizations. The integration of social tools with project management systems (e.g., Asana, Trello) and other business applications has enhanced their functionality and utility in the workplace (Kolade et al., 2022). As a result of adaptive processes necessitated by isolation (COVID-19), organizations have witnessed a widespread phenomenon—increased investment in digital transformation. Furthermore, government support programs and EU funds for digital technology development have contributed to the intensive implementation of innovative solutions in the realm of Enterprise Social Networks (Juchnowicz, Kinowska, 2021).

Another significant factor in recent years driving the dynamic development of corporate social media has been market volatility and uncertainty related to the challenging economic and political situation in Europe, particularly following the outbreak of the war in Ukraine. In the face of market volatility and uncertainty, companies had to swiftly adapt to new conditions (Buzoianu, Bîră, 2021). Once again, social media became a crucial tool for rapidly disseminating information and responding to changes (Grzanka, Strzelecki, 2024). The increase in market competition also required companies to enhance their innovation and work efficiency. Consequently, social media has become a tool for increasing productivity, innovation, and collaboration within teams (Bataev, 2021; Kahtani, Sulphay, 2022).

Additionally, the growing interest in employer branding has significantly influenced the further development of social media within organizations (Yen et al., 2021). Decision-makers are increasingly using social media to build their image as attractive employers (Keppeler, Papenfuß, 2021). Juchnowicz, Kinowska (2021) similarly argue that activity on social media platforms helps attract and retain talent (Juchnowicz, Kinowska, 2022).

Researchers also note that social media is used to promote organizational values and culture, fostering greater employee engagement and loyalty (Chai, 2020; Al-dalahmeh et al., 2018). Moreover, generational shifts in the workplace have forced employers to evolve their approach to using social media (Nord et al., 2020). Younger generations of employees, such as Millennials and Gen Z, are more familiar with technology and expect companies to utilize modern communication tools, including social media (Briggs, 2020; Constantoglou, Trihas, 2020; Karasek, Hysa, 2020.)

The combination of these identified factors has contributed to the intense development of social media in the workplace, including corporate social media. Thus, the authors have highlighted the fundamental reasons for the growing significance of social media in the workplace, addressing the first research question (P1). In identifying the factors driving the development of social media in the workplace, it is also essential to recognize another phenomenon. Decision-makers are aware of the tangible and intangible benefits of widespread social media use in the workplace, leading to further investment in these technologies and communication tools. Therefore, it is necessary to examine the subsequent research questions regarding the positive (P2) and negative (P3) consequences of social media use by employees in the workplace during working hours.

3. Effects of using social media

The authors of the study examine the topic of social media in the workplace, identifying the most common areas of its use in employee management. It is evident that the extent to which these tools are employed often depends on their specific nature. For instance, the utilisation of

LinkedIn is primarily beneficial in terms of socialisation, yet it can also serve as a pivotal instrument for recruitment or the dissemination of knowledge. Similarly, *YouTube* is typically employed for entertainment and relaxation purposes within the workplace. However, organisations are also interested in utilising it for professional training purposes (Table 3).

Table 3.

The extent of social media utilization in different fields

Type of social media	Fields					
	Recruitment and employment branding	Communication and distribution	Collaboration and social learning	Management of knowledge	Training and development	Motivation and management
Social networking sites (e.g. Facebook, Platform X, Instagram)	++	+++	+++	++	-	++
Professional networking sites (e.g. LinkedIn, GoldenLine)	+++	+++	+++	-	-	+
Video and photo-sharing communities (e.g. YouTube, Vimeo, Pinterest)	+++	+++	+++	++	+++	++
Quick messaging portals (e.g. Messenger, WhatsApp, Signal, Discord)	+	+++	+++	+++	+	++
Blogs and microblogs (WordPress, Tumblr)	-	++	++	++	+	++
Videoconferencing tools (e.g. Skype, Zoom, Teams, Hangout, Google Talk)	+++	+++	+++	+++	+++	++
Asynchronous communication tools (e.g. email, forums, shared calendars, group mailing lists)	++	+++	+	+	+	-
Cloud-based applications (e.g. Dropbox, OneDrive, Google Drive)	+	+++	+++	+++	++	-
Dedicated corporate applications (e.g. Github, Slack, Trello, TeamViewer, Yammer)	-	+++	+++	+++	++	+++
Music streaming apps (e.g. internet radio, music services, Spotify, Tidal, YouTube recordings)	-	++	+	+++	+++	-
Movie streaming apps (e.g. Netflix, Showmax, HBO GO)	-	-	-	+	+	-
Virtual game worlds	++	+	+	+	+++	+

importance:- noone or almost any; + low; ++ medium; +++ high

Source: Own study.

Despite the increasing popularity of social media in professional settings (Cao et al., 2012; Van Zoonen et al., 2017; Mazurek, 2018; Alexander et al., 2019; Hosain et al., 2020; Keppeler, Papenfuß, 2021), the utilisation of these technologies has both positive and negative consequences (Hys, 2020). A review of the literature reveals a range of findings, often with conflicting opinions, regarding the impact of social media on the workplace. Research in this area focuses on some key areas, including recruitment, employer image, communication, collaboration, knowledge management, training and development, and employee motivation (Table 4).

Table 4.*Positive and negative consequences of using ESM*

Areas of usage SM	Positive Consequences	Negative Consequences
<p>Recruitment and employment branding</p> <p><i>(Kluemper et al., 2016; Alexander et al., 2019; Adjei et al., 2020; Anatoliy et al., 2020; Hosain et al., 2020; Hanu et al., 2020; Keppeler & Papenfuß, 2021)</i></p>	<p>Quicker and easier recruitment: SMs are an important tool in the recruitment process, enabling employers to reach a wide pool of candidates and candidates to find job opportunities more easily and learn about what potential employers have to offer.</p> <p>Monitoring and promotion in the labour market: employers use SM to promote the organisation, build its image and search for talent, platforms such as LinkedIn, and GoldenLine allows them to reach a wide pool of potential employees and interact in real time.</p>	<p>Increased employee turnover: SMs facilitate the search for new jobs, which can increase employee turnover and reduce long-term commitment to the company.</p> <p>Cybervetting and employer screening: vetting a potential candidate on SM or controlling an employee can be unethical and sometimes abused.</p> <p>Reputational risk: inappropriate employee behaviour in SM can negatively affect the company's image.</p>
<p>Communication and distribution</p> <p><i>(Mäntymäki & Riemer, 2016; Csobanka, 2016; Madsen, 2016; Lee & Lee, 2018; Lupa-Wójcik, 2018; Simpson et al., 2018; Hysa & Spalek, 2019; Buzoianu & Bîră, 2021; Oltra González et al., 2021)</i></p>	<p>Quicker and more efficient communication: SM facilitates fast and efficient communication between employees, regardless of their location.</p> <p>Supporting remote and distributed working: facilitating teleconferencing and videoconferencing during project teams, including international ones.</p>	<p>Work-life balance problems: barriers between professional and private spheres disappear, and instant and continuous communication leads to a lack of rest and distance.</p> <p>Data and information security problems: employee disclosure of confidential organisational data, security problems, hacking of accounts and organisational resources, technical problems.</p> <p>Difficult to monitor: it can be difficult to monitor employee SM activity, while too tight control can lead to privacy and trust issues.</p>
<p>Motivation and engagement</p> <p><i>(Lankton et al., 2017; Lim et al., 2021; Bizzi, 2018; Yen et al., 2021; Yu et al., 2018; Andel et al., 2019; Presthus & Vatne, 2019; Oksa et al., 2021; Kahtani & Sulphey, 2022; Koay et al., 2022; Korzynski & Protsiuk, 2022)</i></p>	<p>Increasing employee engagement and motivation: through gamification, recognising and rewarding achievements and promoting organisational culture, SM can be used to increase employee engagement and motivation, SM is a tool that builds and sustains commitment to various business issues and motivates employees to participate more frequently in company events.</p>	<p>Lack of life-work balance: the boundary between free time and work disappears, which leads to burnout and a decline in productivity and commitment.</p> <p>Decreased concentration on tasks: Excessive use of SM in the workplace can lead to a decrease in commitment to tasks.</p> <p>Privacy Threat: Concerns about privacy and information security can cause stress and reduce employee motivation.</p> <p>Decreased Productivity: Excessive use of SM can lead to an overall decline in productivity, which negatively affects overall team performance and morale</p>

Cont. table 4.

<p>Collaboration and social learning</p> <p>(Kluemper et al., 2016; Van Zoonen et al., 2017; Lupa-Wójcik, 2018; Yu et al., 2018; Hysa & Spalek, 2019; Borst et al., 2020b; Miković et al., 2020; Godber & Atkins, 2021; Yen et al., 2021).</p>	<p>Virtual meetings are a tool for connecting interest groups.</p> <p>Collaborative platforms: collaborative areas are created for company departments, and individuals and to work on projects, share experiences.</p> <p>Creation of project groups: SMs enable the creation of project groups, the rapid exchange of information in a group, regardless of the place of work, the submission of ideas, etc.</p>	<p>Risk of wasting time on private conversations and non-work related matters. Work productivity decreases due to wasting valuable time reviewing private accounts for too long.</p> <p>Comparing oneself with others: Employees may compare their performance with that of others, which can lead to frustration and lower motivation, especially if they feel less appreciated or underperform.</p> <p>Negative psychosocial effects: Excessive use of social media can lead to job burnout, stress and problems with work-life balance.</p> <p>Polarisation and conflicts: public discussions on controversial topics can lead to polarisation of opinions and conflicts within the team.</p>
<p>Training and development</p> <p>(Kluemper et al., 2016; Chawinga, 2017; Lankton et al., 2017; Keenan et al., 2018; Anderson, 2019; Oltra González et al., 2021; Kolling et al., 2022; Alturki & Aldraiweesh, 2024)</p>	<p>Improved training: thanks to social media platforms, employees have access to a variety of educational resources, webinars, online courses and discussion groups, which promotes their continuous professional development.</p> <p>Increased creativity and innovation: by being more creative, an employee improves his or her skills and more effectively supports the activities of the organisation in which he or she works.</p>	<p>Distraction: social media can distract employees from training programmes and development sessions, reducing the effectiveness of these initiatives.</p> <p>Superficial learning: the use of social media can encourage the consumption of information at a rapid pace, which can lead to a superficial understanding of the training material.</p>
<p>Management of knowledge</p> <p>(Mauroner, 2016; Karam & Kitana, 2018; Yu et al., 2018; Borst et al., 2020a; Yen et al., 2021).</p>	<p>Supporting knowledge sharing: SM enables knowledge and documents to be easily shared within the organisation, which promotes better management of the company's information and intellectual resources.</p> <p>Access to a wide knowledge base: social media enable employees to access various sources of knowledge, articles, online courses and webinars, which support their development and self-education.</p> <p>Networking and exchange of experiences: employees can establish contacts with industry experts, participate in discussions and exchange experiences, which promotes professional development.</p>	<p>Data and information security issues: the use of SM can increase the risk of data leakage and privacy breaches, especially if employees do not follow proper security policies.</p> <p>Risk of reduced productivity: excessive use of SM for private purposes may lead to distraction and reduced work efficiency.</p> <p>Negative psychosocial effects: excessive use of SM can lead to burnout, stress and work-life balance issues</p>

Source: Own study based on Kluemper et al., 2016; Mauroner, 2016; Chawinga, 2017; Lankton et al., 2017; Van Zoonen et al., 2017; Karam, Kitana, 2018; Keenan et al., 2018; Lupa-Wójcik, 2018; Yu et al., 2018; Alexander et al., 2019; Anderson, 2019; Hysa, Spalek, 2019; Adjei et al., 2020; Anatoliy et al., 2020; Borst et al., 2020a; Hosain et al., 2020; Miković et al., 2020; Godber, Atkins, 2021; Keppeler, Papenfuß, 2021; Oltra González et al., 2021; Yen et al., 2021; Kolling et al., 2022; Alturki, Aldraiweesh, 2024.

In reference to research problems (P2), (P3), an analysis of the literature on the subject revealed the positive and negative consequences of the use of social media by employees in the workplace during working hours.

4. Discussion

Recruitment and employment branding

Recruitment and employment branding. A review of the literature noted that undoubtedly the area where social media has found its widest application is in recruitment and employee selection (Hosain et al., 2020; Keppeler, Papenfuß, 2021; Alexander et al., 2019; Kluemper et al., 2016). Research by Alexander et al. (2019) indicates that among 202 recruiters, 37% of them used social networks to 'screen' a potential employee (Alexander et al., 2019). This is primarily because potential employers find a lot of valuable information about candidates on social networks that they would not get from other sources. This is especially true if they relate to the young generation Y or Z, who are keen to post information about themselves on social networks (Briggs, 2020; Deloitte Insights, 2021; Nintex, 2021; Szymkowiak et al., 2021; Adjei et al., 2020).

Social media enables recruiters to obtain anonymous information on candidates' interests, political and religious beliefs, and views, as well as their leisure activities, marital status, the size of their farm, and their assets (Hysa, 2022). In comparison to application documents, which may be exaggerated, this information is often more reliable. Consequently, employers readily turn to such sources. Nevertheless, Anatoliy et al. (2020) highlight the ethical considerations and compliance with existing legal regulations by prospective employers (Anatoliy et al., 2020). Consequently, the conscious use of diverse information sources to corroborate candidate data throughout the recruitment process in a morally sound manner represents a contemporary challenge for employers (Karasek, Hysa, 2020).

SM is also used to create a positive employer image from the public's perspective. As Hanu et al. (2021) note, employees can actively participate in the company's branding, promote the company's products and services and engage more with customers (Hanu et al., 2021). At the same time, according to Keppeler & Papenfuß (2021), inappropriate employee behaviour on social media can negatively affect the company's image - so context can significantly affect image creation (Keppeler, Papenfuß, 2021). Simultaneously, Bizzi (2018) raised a completely different public relations perspective. He indicates that 76% of employees using social media in the workplace have taken an interest in other organisations (Bizzi, 2018). Consequently, different scenarios can therefore be envisaged regarding employee behaviour. On the one hand, employees who use social media at work may show more engagement and, as a result, positively influence work productivity. In another scenario -

employees may show unethical attitudes towards the employer, take sabotaging and coercive actions (e.g. more favourable economic or organisational conditions, etc.), or actions lacking loyalty to the employer. They leave the company when they receive a better offer.

Communication and distribution

As Mäntymäki and Riemer (2016) point out, professional use of social media can furthermore support formal and informal communication in the work environment (Mäntymäki, Riemer, 2016). A similar position is presented in their study by Buzoianu & Bîră (Buzoianu, Bîră, 2021). Tools such as Slack, Microsoft Teams or Yammer, they argue, allow for the creation of working groups, the exchange of information in real-time and the organisation of virtual meetings. Platforms such as LinkedIn enable the establishment and maintenance of professional contacts, which fosters the exchange of knowledge and experiences and facilitates finding new career opportunities (Oltra González et al., 2021; Lee, Lee, 2018). Especially for younger generations, SM is a common channel of communication (Shane-Simpson et al., 2018; Csobanka, 2016). Therefore, the use of SM provides an opportunity to support efficient and effective team communication in organisations and project teams (Hysa, Spalek, 2019; Lupa-Wójcik, 2018). As noted by Van Zoonen et al. (2017) and Godber & Atkins (2021), better communication between employees is part of creating an organisational culture based on fostering a sense of community and social support that enhances employee engagement at work (Godber, Atkins, 2021; Borst et al., 2020b). Confirmation of these relationships was addressed by Kuvaas (2006) and Van Zoonen (2017), who in their research confirmed a positive relationship between social media communication and work engagement (Van Zoonen et al., 2017; Kuvaas, 2006). An engaged employee is more productive than one who lacks engagement (Oksa et al., 2021; Ewing et al., 2019).

Nevertheless, it is important to note that there are some limitations and obstacles to effectively reaping the benefits of social media communication in an organisation. Madsen (2017) identified four obstacles to motivating employees to use internal social media for communication (Madsen, 2017):

- employees may not see the professional benefits of using ESM,
- colleagues may not understand the informal nature of communication,
- corporate social media has not been treated as a *natural* part of everyday work in the organisation,
- top managers support internal social media mainly with words rather than actions.

This means that the conscious use of SM by employees in the workplace requires further development of standards and formulation of rules for their effective use of SM.

Collaboration and social learning

SMs make it easier for employees to establish new relationships and significantly strengthen existing ties. This is particularly important in large multinational companies. Social networks reveal the complex, informal social structure of a company. Employees who belong to a large and diverse social media network are seen as more valuable social capital than those with small,

less diverse networks (Miković et al., 2020; Kluemper et al., 2016). The nature of relationships within a social network can also be used to classify different types of social capital. Such social networks serve to connect employees from different spheres and fields of work, thus creating a platform of opportunities through a large amount of resources and information sharing (Kluemper et al., 2016).

However, the current literature indicates that the most significant negative effect of social media use in the workplace is the loss of productivity (Lim et al., 2021). Furthermore, Yu et al. (2021) have identified exhaustion among employees as a consequence of the information and communication overload associated with the excessive use of social media (Yen et al., 2021; Yu, 2018). Furthermore, public discussions on controversial topics can also lead to the polarisation of opinions, conflicts within the team, and ultimately reduced employee productivity (Koay et al., 2022; Korzynski, Protsiuk, 2022; Andel et al., 2019).

Management of knowledge

The ease and speed of communication via social media facilitates the sharing of knowledge within an organisation, as evidenced by studies conducted by Babu et al. (2020), Choi et al. (2014), Nielsen and Razmerita (2014) and Sigala & Chalkiti (2015) (Babu et al., 2020; Keenan et al., 2018; Choi et al., 2014; Nielsen & Razmerita, 2014). As researchers have observed, SM platforms facilitate more effective knowledge sharing and collaboration within an organisation, thereby enhancing organisational productivity and competitiveness (Borst et al., 2020a; Karam, Kitana, 2018; Mauroner, 2016). Consequently, employers who permit the utilisation of networking sites within the workplace may potentially experience augmented productivity, enhanced employee engagement and enhanced overall performance.

Training and development

Another workplace-related area where social media can find its application is in the process of adapting and training new employees (Alturki, Aldraiweesh, 2024). These media facilitate communication, allowing for a quick and convenient way to get to know both other employees of the company (their interests, background, lifestyle) and the organisation's policies (Fishman, 2020). Making interpersonal connections is often easier in the virtual world than in the real world. Therefore, organisations can use both external (e.g. Facebook) and internal social media (e.g. Yammer) to adapt new hires. Facebook, YouTube, Webinars and other social media provide an online environment that also allows hired employees to develop and improve their skills by communicating and innovating (Kolling et al., 2022; Lankton et al., 2017; Kluemper et al., 2016). In training, social media platforms such as Second Life and Lotus Workplace allow companies to create virtual training workspaces to allow employees to meet virtually, organise events, practice corporate communication, and conduct training sessions, all within an immersive virtual learning environment.

It is obvious that data leakage and privacy breaches are more likely to occur in such a virtual work environment, particularly in the absence of proper security policies (Oltra González et al., 2021; Anderson, 2019; Keenan et al., 2018; Chawinga, 2017).

Motivation and engagement

Social media can help reduce stress by providing relaxation and recovery, which is helpful when tasks are overwhelming and overburdening. Logging in to social media accounts can also help employees feel more connected to their colleagues, leading to a positive work environment and creating a proactive work atmosphere (Kahtani, Sulphery, 2022; Oksa et al., 2021; Bizzi, 2018). Furthermore, social media platforms allow for public recognition of employees' achievements and rewards, which can increase their motivation and job satisfaction. In addition, social media can foster creativity and innovation by facilitating access to new ideas and trends in the industry, which can contribute to better learning and development of employees and greater engagement and motivation at work (Boahene et al., 2019; Ashraf, Javed, 2014).

However, Yu et al. (2018) adopt a critical approach to this issue. They primarily identify the problem of rivalry among employees. Employees may compare their achievements with those of others, which can lead to frustration and lower motivation, especially if they feel less appreciated or underperform (Yu et al., 2018). Furthermore, the excessive use of social media can result in a general decline in productivity, which has a negative impact on overall productivity and team morale. Furthermore, the overuse of social media can have negative psychosocial effects, including the development of job burnout, stress, and issues related to work-life balance (Korzynski, Protsiuk, 2022; Babu et al., 2020; Andel et al., 2019).

Monitoring employee social media activity can be complicated, while overly tight control can lead to privacy and trust issues (Koay et al., 2022). Furthermore, Lankton et al. (2017) and Presthus & Vatne (2019) highlight that concerns regarding privacy and information security can cause stress and reduce employee motivation (Presthus, Vatne, 2019; Lankton et al., 2017).

In conclusion, it is not possible to state with absolute certainty that the use of social media in the workplace is a positive or negative phenomenon. The effects of social media use in the workplace are multidimensional and depend on the way it is implemented, the approach of managers and the way and style in which employees are managed. In order to maximise the benefits and minimise the negative consequences, organisations should put in place clear policies on the use of social media and train their employees as well as their managers.

5. Conclusion

The use of social media in the workplace offers numerous benefits for both employers and employees. It aids in recruitment and employer branding, facilitates communication and the exchange of knowledge and ideas among employees, supports training and skill development, and often increases engagement and motivation, leading to higher productivity. However, excessive use of social media can result in the misuse of organizational resources and encourage undesirable behaviours such as cyberloafing (Lim et al., 2021), cyberslacking (Alharthi et al.,

2021), cybervetting (Anatoliy et al., 2020; Berkelaar, Harrison, 2016), and abuse and cyberbullying (Koay et al., 2022; Lim et al., 2021). These issues can delay organizational processes and reduce employee efficiency.

Nevertheless, the impact of social media in the workplace is undisputable, with both positive and negative consequences. It represents a new reality in the work environment that cannot be ignored. This emergence presents specific challenges for managers and organizations:

- **The blurring of Professional and Personal Boundaries:** Employees increasingly need to be accessible for work-related communications via new technologies, which can lead to an imbalance between work and personal life.
- **Job Market Monitoring:** Social media enables employees and employers to track new development opportunities.
- **Access to Organizational Culture Information:** Potential employees can easily acquire knowledge about specific organizations.
- **Working in Multicultural Teams:** Employees are more frequently working in multicultural and virtual teams across different parts of the world, where social media is a crucial tool for collaboration and knowledge sharing.
- **Flexible Employment Forms:** The growing number of skilled workers employed under flexible conditions requires the development of new communication and collaboration rules to support their professional growth.
- **Demographic Changes:** The expectations of Generation Y and Z compel employers to use different motivation and management tools.

In conclusion, the authors of this study have attempted to systematize the existing knowledge on the effects of social media use by employees in the workplace. It is the authors' hope that the issues addressed will initiate a multifaceted discussion within the field.

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