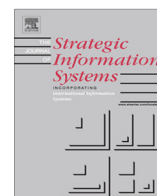


Contents lists available at [ScienceDirect](#)

Journal of Strategic Information Systems

journal homepage: www.elsevier.com/locate/jsis

Editorial



Welcome to the June 2015 Issue of JSIS that contains the manuscripts accepted for the special issue of “Strategic and Policy Perspectives on Social Media Technologies.”

The special issue was organized to understand the phenomenon of social media technologies and tools with a focus on strategic and policy implications. The special issue received nearly 30 submissions. The five papers included in this issue move the information systems (IS) field forward with many significant theoretical, practical, and methodological implications.

The papers report on a variety of organizational uses of social media systems including individual use and online user innovation communities as well as a wide variety of benefits including employee performance and organizational value. These uses and benefits are impacted by a number of enablers such as social capital (ties with others, knowledge of others, trust) and the culture and structure of the organization. The findings debunk some myths related to social media such as that internal use of social media is poor for productivity. Indeed, the special issue reports on findings that internal use can be not only good for productivity but also for innovation while external use does not necessarily lead to improved performance. Internally, management should even encourage the use of social media for hedonic purposes – it is okay to have fun at work. The papers also highlight the challenges of enabling emergent open communication and how openness needs to be balanced with more hierarchical communication needs and controls. Overall, the papers report largely positive effects of use. Hence, much value can be gained by organizations through promoting social media systems in the organization. However, the social media system should not be taken as given nor treated as a technological panacea. Rather to gain the positive effects, the organization needs to design the system to fit the context and its users.

The papers in this special issue deploy a wide variety of methods to explore social media in the context of firms and beyond – from qualitative case studies to quantitative surveys to design research and social network analysis. Social media is also influencing our research methods. For example, in terms of design research, there is an emphasis on engagement and learning over problem solving.

The first paper titled “Communicational Ambidexterity as a New Capability to Manage Social Media Communication within Organizations” by Jimmy Huang (The University of Warwick, UK), João Baptista (The University of Warwick, UK), and Sue Newell (University of Sussex, UK) sheds light on how organizations are able to simultaneously encourage both top-down, formal communication (univocal) with bottom-up, informal communication (multivocal) within an organization. In particular, the authors examine how an organization when implementing social media for internal use can ensure coherency in internal communication while allowing for its employees to voice their different views and ideas, which potentially may diverge from those of the organization. The authors conducted an extensive longitudinal case study at a multinational telecom organization from 2006 to 2011 and collected data through interviews, documentation, informal dialogue, and onsite observations during this five-year period. The findings from this study indicate that the organization was able to create complementarity between the two distinct and potentially contradictory modes of univocal and multivocal use of social media by developing distinctive, yet complementary governance structures and a supportive organizational culture. Conceptualizing their findings, the authors draw on the theory of ambidexterity to develop the concept of “communicational ambidexterity”. The authors propose communicational ambidexterity as a new organizational capability that emerges as an organization implements social media and learns how to use these new media to communicate, share, and participate in organizational conversations. The authors further discuss three mechanisms that enable the development of this capability: architecting communication, governing communication, and creating a dynamic culture of communication, as well as how these mechanisms may reinforce each other. As a result, this paper contributes to the IS field by complementing previous work investigating ambidexterity in the context of IT projects/products and IT companies as well as highlights for practitioners how the challenges implementing social media for internal use may be overcome such that significant benefits are achieved.

The second paper, “Linking Dimensions of Social Media Use to Job Performance: The Role of Social Capital” by Hossam Ali-Hassan (Dalhousie University, Canada), Dorit Nevo (Rensselaer Polytechnic Institute, United States) and Michael Wade (IMD Business School, Switzerland) refines our understanding of the effects of using social media in the workplace and why the effect exists (mediation through social capital). The effect depends on the type of use and the type of work being performed. The authors studied the impact of individual use of a suite of social media tools within IBM (307 survey respondents). They examined three types of social media use: (1) social use – building and maintaining relationships, (2) hedonic use – relaxing, entertainment and fun, and (3) cognitive use – creating and distributing user-generated content. Three different dimensions of social capital (structural, relational, and cognitive) mediated the effect of social media use on individual job performance (routine and innovative activities). Using social media to build relationships did enhance structural social capital, which in turn was positively related to routine and innovative job performance. Using social media to collaborate (cognitive use) had the strongest effect on social capital. Specifically, using social media to share information (cognitive use) positively affected all three dimensions of social capital, which were positively related to both routine and innovative job performance. Consistent with the perception that using social media for fun and entertainment (hedonic use) could be taking time away from productive work time, a direct negative relationship was found between hedonic use and routine job performance. However, hedonic use was positively related to structural social capital (expressive ties), which was positively linked to innovative job performance. These results suggest that if innovation and creativity are a prime objective for an organization, allowing employees some time for using social media for entertainment and relaxation may be helpful to stimulate more creativity and develop expressive ties.

The third paper, “What’s in IT for Employees? Understanding the Relationship between Use and Performance in Enterprise Social Software”, by Maurice Kugler (Boston College, USA), Stefan Smolnik (University of Hagen, Germany), and Gerald Kane (Boston College, USA) adds to our understanding about the impact of an individual’s use of enterprise social software platforms (ESSP) within an organization. The authors surveyed 491 ESSP users in one international company. The ESSP helped users share knowledge, collaborate, and communicate both within their team (teammates) and with coworkers outside of their team. The effect of doing this was positively related to two types of individual outcomes: (1) the ability to generate new ideas and innovative solutions and (2) the ability to perform their tasks more effectively. The authors go beyond main effects to look at the potential moderating effect of task characteristics (equivocality) and refine our understanding by comparing the effects of ESSP use on the two outcomes. Consistent with the task technology fit and information processing literature, task equivocality moderated most of the relationships. The effect of ESSP use to connect with others outside the team was stronger for higher levels of task equivocality for both outcomes. This moderation was only found for ESSP use within the team on innovative outcomes. Using ESSP to interact with coworkers outside of their team had a stronger positive effect on the ability to develop innovative solutions (compared to task performance), likely due to the benefits and need to access a wider range of opinions, expertise and information. Using ESSP to interact with teammates had a stronger positive effect on task performance, possibly due to the interdependence of tasks and influence of other team members on task effectiveness. The results provide guidance for organizations on how to invest and implement ESSP. For example, if an organization is trying to facilitate completing equivocal tasks and encourage innovative behavior, the ESSP implementation should focus on creating connections with people outside of their immediate work group.

The fourth paper is “Business Value of Social Media Technologies: Evidence from Online User Innovation Communities” by John Qi Dong (University of Groningen, The Netherlands) and Weifang Wu (Hong Kong University of Science and Technology, China). This paper examines how firms derive business value from the strategic use of online user innovation communities (OUICs) and moves the research from an internal focus to a cross-boundary context. Social media enables the creation of two dynamic capabilities: (1) ideation capability related to collective user-generated ideas about potential innovation and (2) implementation capability related to selecting user-generated ideas for innovation development. The first hypothesis argues that ideation capability increases posts and comments for potential innovation from users but does not increase firm value. The second hypothesis maintains that implementation capability leads to innovations in the marketplace and increases firm value. The firm value is assessed in terms of the change of firm value by cumulative abnormal returns (CARs) in a short event window, as between returns on stock and returns on market. The study uses an event study methodology with multiple different data sources to test the hypotheses leveraging data from Dell and Starbucks. Longitudinal data are gathered from Dell’s IdeaStorm website and MyStarbuckIdea website along with stock return data from the Center for Research in Security Prices (CRSP) database and newspaper information from the Lexis-Nexis dataset. Deploying a total of 1676 firm day observations, the study confirms the hypotheses. The findings challenge the common belief that OUICs are valuable by enabling firms to collect large amounts of user-generated ideas. What the firm does with those ideas is far more significant in terms of business value. The study contributes to the emerging literature on how firms can build digitally enabled dynamic capabilities through strategically using social media technologies.

The fifth and final paper is “Design for Social Media Engagement: Insights from Elderly Care Assistance” by Paolo Spagnoletti (LUISS Guido Carli University, Italy), Andrea Resca (LUISS Guido Carli University, Italy), and Øystein Sæbø (University of Agder, Norway). The paper provides an action design science contribution to the special issue and addresses how social media can address an ill-defined problem in care of the elderly. This is an area with few studies and particularly in terms of how action design research can be leveraged in the context of social media technologies. The paper emphasizes an alternative view of design as an emergent process of engagement and learning rather than the traditional view of problem solving that focuses on internal consistency and coherence of the proposed solution. A three-year project, HOPES, was studied longitudinally. Data were generated from direct observations, focus groups of domain experts, researchers, and potential

Download English Version:

<https://daneshyari.com/en/article/556296>

Download Persian Version:

<https://daneshyari.com/article/556296>

[Daneshyari.com](https://daneshyari.com)