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A study of the gratifications sought and obtained through using Enterprise Social Media: an employee perspective

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Enterprise Social media – a Google for organizations?

Enterprise social media is perhaps the most sought after communication platform in organizations today, but initiatives are often taken without knowledge about the actual use for employees. Therefore, the assumption is that new media requires new types of behaviours and these behaviours are heavily Unexplored.

ESM is considered to be the new type of communication platform where employees can collaborate through both geographical and hierarchal structures. It can benefit the dissemination of knowledge, strengthening of social ties, work efficiency, level of innovation and more. Yet, it seems that organization lack in such knowledge, considering the high failure rate and the fact that ESM might not be able to deliver the expected value.

Data from 170 employees from five different organizations revealed that ESM may not be a platform where people “hang out” or having “coffee gossip”, as stated before – a network for informal communication. In this study, data showed that ESM might be more useful as an informative tool to support work in different ways. This study even goes so far as stating that the behaviours on ESM were similar to those on search engines – i.e., asking questions and receiving accurate and relevant answers. What this entails is yet to be explored, but it opens new possibilities for the way we think and talk about ESM.

It is important to empathise that ESM is equal to user generated content, which is why employees are important contributors. Without “putting the co-workers in the limelight” ESM might actually be worthless. At the same time, the behaviours on ESM must be guided through a clear goal-directedness for ESM use, otherwise employees might refrain from actually using ESM.

So, by investigating current uses of ESM and understanding different behaviours, it might actually be easier to create a goal-directedness for communicators or managers, which will hopefully yield more successful cases of ESM adoption in the future.

Abstract

A study of the gratifications sought and obtained through using Enterprise Social Media: an employee perspective

Although ESM is widely held to have the potential to improve both collaborative efficiency and to strengthen social ties among employees, around 80% of ESM implementations fail. This study aims to provide a clearer understanding of why some people do use ESM, which in turn can lead to more successful implementations in the future. UGT, Uses and Gratifications Theory was combined with TAM, Technical Adoption Model, hoping to shed some light on what drives users/usage. The results show that users primarily seek work-related gratifications, mainly faster answers/decisions and less meetings, but they also obtain social gratifications. ESM is almost perceived of as a "search engine", not just to work better and faster, but also to navigate "the network", to interact with people all across the organization. These insights hopefully improve the probability of successful future implementations, although further research is needed. We recommend using and extending UGT, to identify gratifications sought and obtained at a more granular level.

Keywords: ESM, UGT, internal communication, digital work, enterprise social media, uses and gratification theory, Slack, Yammer, Skype for business.

Number of characters (with spaces): 104 360

Sammanfattning

En studie om sökta och erhållna belöningar genom användning av Enterprise Social Media: ett medarbetarperspektiv

Många anser att ESM har potentialen att både förenkla och förbättra samarbete, och stärka det ”sociala kapitalet”, men ändå misslyckas 80% av implementationerna. Denna studie hoppas ge insikter i vad som driver de som ändå använder ESM, med förhoppningen att bidra till fler lyckade framtida implementationer. UGT, Uses and Gratifications Theory, kombinerades med TAM, Technology Acceptance Model, för att bättre förstå vad användarna ville ha/fick ut, av ESM. Resultaten visar att det som *driver* användandet är arbetsrelaterat, framför allt snabbare svar/beslut och färre möten, men att ”sociala belöningar” i hög grad samvarierar med de arbetsrelaterade belöningarna. ESM ses nästan som en sökmotor, dels för att arbeta snabbare och/eller bättre, dels för att ”navigera nätverket”, dvs att kunna interagera med alla i organisationen. Även om insikterna är användbara bör framtida studier utöka UGT, så att sökta och erhållna belöningar identifieras än mer granulärt.

Nyckelord: ESM, UGT, internkommunikation, digital arbete, enterprise social media, uses and gratification theory, Slack, Yammer, Skype for business.

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Preface

I would like to thank Sara von Platen and Nils Holmberg for guiding me in this project, together with your feedback this paper came together. Sara for being there all step of the way in terms of content, idea and concepts. Nils for being super helpful with method and supportive of this quantitative study. I would also like to thank my dad for taking the time to read all the text and give me feedback. Lastly, to all respondents and companies that believed in this paper and participated in the survey!

/Simon

1. Introduction to problem

“Change the way you work: Connect everyone in your company and turn ideas into action. Through group discussion, personalised News Feed, and voice and video calling, work together and get more done.” (workplace.fb.com)

“We’re on a mission to help people and organizations work better together by capturing the best of what every person has to offer. Our products enable people to do the best work of their lives with technology that adapts to their way – not the other way.” (Jivesoftware.com)

“Where work happens: Whatever work means for you, Slack brings all the pieces and people you need together so you can actually get things done.” (Slack.com)

The above citations are examples of how it sounds when browsing the websites of the leading companies in Enterprise Social Media (ESM, a concept that will be explained later in this study). There seems to be a joint vision, receiving tremendous attention from companies who believe that organizational success largely depends on new technology and seamless communication within the organization.

As a consequence, ESM strategies, initiatives and implementations have increased widely among organizations around the world, even though *there is an alarmingly high failure rate* and even though *the true potential of ESM usually is not realized in organizations* - even when an implementation superficially can be viewed as successful. In a study from 2017, Madsen finds two factors that impede the use/adoption of ESM; they cannot relate it to everyday work, and the informal nature of ESM is hard to understand. Then again, employees might also refrain from using it because they feel that it might threaten their personal privacy since ESM exposes internal communication to the whole organization (Walden, 2016). Other scholars have been arguing that ESM should focus more on the social as-

pect which indirectly *can* be tied to a better work performance (Gonzales, Riemenschneider & Leidner and Koch, 2013). These uncertainties about the use of ESM in organizations have, unfortunately, left the field both contradictory and open, especially considering the rapid continued growth of the sector (Yan, Singh & Ghose, 2015; Fortune, 2013; Zerfass & Macnamara, 2012; Forbes, 2016; Quan-Haase & Yong, 2010; Raeth, Smolnik & Urbach, 2015).

This study aims to investigate the uses and gratifications of ESM from an employee perspective to get a more thorough understanding of ESM use in the organization, i.e., the study is emphasizing the employee or end-user perspective. This study is the first to use the Uses and Gratification Theory (UGT, explained further down in this chapter), to better understand the gratifications sought and obtained by the users, on an ESM platform.

There is, according to Gartner (2013), a failure rate of 80 % in organizations who implement an ESM system, indicating that companies are not ready for an ESM tool, probably in combination with a lack of understanding of how ESM actually can make work easier for employees. Previous research has called for more focus on employees while investigating the wide adoption of ESM in organizations (Coombs, Falkheimer, Heide, & Young, 2016); Koch, Gonzalez & Leidner, 2012). Especially since employee communication on an ESM platform is considered valuable for organizational success (Madsen, 2017).

Enterprise social media is a platform for internal communication and collaboration within the organization. It builds on the same principle as public social media (i.e., Facebook, Twitter and Pinterest) but is only visible to co-workers and totally inaccessible for outsiders. Other commonly used terms are *social intranets* and *internal social media (ISM)*. Rather than functioning as a channel for which purpose is to spread information in the organization, ESM operates as a platform upon which collaboration, social interactions and work happens. While the industry promotes ESM as a new way of working, it is important to understand how ESM actually can contribute to a more productive and effective workplace for employees (Leonardi, Huysman & Steinfield, 2013).

A variety of models such as the Technology Acceptance Model (TAM) or the Unified Theory of Acceptance and Use of Technology (UTAUT) have been deployed to understand the adoption of new technology among consumers and employees. Another widely used theory for explaining why and how people use dif-

ferent media channels is the Uses and Gratification theory (UGT) (Whiting & Williams, 2013; Quan-haase & Young, 2010). However, when it comes to ESM in the workplace using UGT, little work has been conducted (Engler & Alpar, 2016; Wang, Yang & Chen, 2016). UGT has mostly been utilized to understand how and why consumers choose to use different mediums, mainly traditional media such as television, printed newspapers and radio. Recently, new media such as the Internet and Facebook have also been added. Some studies have been using UGT to investigate employee use of public social media such as Facebook and Twitter in the workplace, to understand how it may hurt or benefit the company brand. The studies have been emphasizing the external perspective, i.e. how customers perceive employees' social media use.

In contrast to prior research, this study is guided by Uses and Gratification Theory and, to some extent it is also influenced by the Technology Acceptance Model (TAM). The two main areas of this study are:

- 1). To investigate, from an employee use perspective, what gratifications are sought and obtained from using ESM in the organization, and
- 2). To be consistent with UGT, the same variables will be measured as in the UGT research: demographics, personal experiences and current uses (or social use). The goal is to assess the correlation between these variables and gratifications obtained by ESM users in the organization.

1.1 Purpose

The purpose of study is to contribute with knowledge about why employees' make use of ESM in organizations through applying UGT and TAM and also to investigate the expectancy vs outcome (gratifications sought and gratifications obtained) from an employee perspective. The aim of this paper is to find predictors for gratifications obtained in ESM. The focus is put on work gratifications obtained since that is essentially what organizations and employees are trying to achieve. So, in combination with understanding if this behaviour is actually sought after, the study also tries to create some goal-directedness for ESM.

So, research questions are:

- *RQ*: Why do employees use ESM in the organization? What gratifications are sought and obtained from using ESM?
- *RQ*: How do demographics, personal experiences, frequency of use and current uses affect gratifications obtained on an ESM platform in the organization?

By carefully choosing companies who use ESM in every part of the organization, this paper will hopefully yield important results for future adoption and strategies of ESM. Implications for practitioners are discovered in chapter 7.

There are, of course, some biases, in that people might adopt ESM differently in different industries. Therefore, this study has targeted a wide variety of industries/users, but with the same survey and questions. Further limitations and advantages will be discussed later.

1.2 Clarifications and concepts

In this study, ESM is referring to the three systems (Slack, Skype for business and Yammer). These systems fit into the accepted ESM definition, i.e. meaning that people have business profiles not connected to any personal profile, and that the social network is closed for the outside world, unless permissions is granted. It is important to emphasize that a social network used within an organization is not automatically an ESM. Therefore, other media such as Facebook, blogs and direct messaging are referred to as social networking sites (SNS), social media (SM) or public social media, in this study. It is also important to state that, in this study, ESM platforms are treated as homogenous in functionality and usability and are not compared to each other in any way.

2. Previous research

This chapter provides an overview of previous research within enterprise social media and UGT research. The first section will go through research on ESM in general to provide a picture of the current knowledge. The second section will present UGT research where most of the studies have been looking at social media at large and not specifically ESM-systems. Lastly, a synthesis of previous research is made to sum up what we know about the field at this moment.

2.1 Enterprise Social Media

Kaplan and Haenlein (2010) describe social media as a platform which is built on web 2.0 technology that enables user generated content. ESM is built on the same principle as social media but is only available within the organization, the purpose of which is to enhance collaboration, content sharing and workplace productivity. Done right, ESM can have a profound effect on organizational efficiency, alignment, innovation, collaboration and success. ESM creates opportunities that were impossible 10 years ago, for example: collaboration in different locations, sharing content, communicating faster and increased transparency (Young & Hinesly, 2014).

The functions and aims of ESM are discussed in Gressgård (2011), where he concluded that the first aim for ESM should be to improve the communication in an organization across an entire enterprise, not only within different business function. This enables communication between different organizational units and levels, but may also challenge the formal hierarchy. Hence, ESM can make communication easier both on an individual, group and enterprise level.

According to Leonardi, Huysman and Steinfield (2013) there are three broad metaphors that have guided researchers in their pursuit of creating an understanding of ESMs: *leaky pipe*, *social lubricant* and *echo chamber*. *Leaky pipe* alludes to capacity of social networks to let other people (i.e., not the intended receivers) see and learn from conversations they otherwise would not see. This is in line with the

“openness” that ESM creates. ESM as a *social lubricant* is referring to its capability to enhance and support the establishment of informal networks in the organization. It can also enhance social capital, which *can* be tied to a better work performance through knowledge transfer and shared vision (Cao, Guo, Vogel and Zhang, 2016). Lastly, we have *echo chamber*, which means that the system recognizes relevant information for each individual, which is beneficial because people can find more accurate information. At the same time, however, it can lead to more fragmentation in the organization since it also becomes harder to acquire information from the *whole* organization.

Several studies (Gonzales et al., 2013; Cao et al., 2016) strengthened the belief that ESM should be social rather than a platform strictly dedicated to make work happen. It is better for employees to interact with fellow colleagues in a more informal and non work-related fashion.

Other studies (Walden, 2016; Madsen & Verhoeven, 2016; Raišienė & Jonušauska, 2011) have found that employees use social media to contact friends rather than colleagues. It should therefore not be a tool to make new acquaintances in the organization. Madsen & Verhoeven (2016) even goes so far as to state that employees might refrain from using ESM because it does not relate to their every-day work tasks.

Scholars seem to be interested in the benefits that ESM systems might bring, especially as a social tool. While it is important to understand these outcomes – social vs work-related, it is even more important to understand why these platforms are used at all, particularly from the end-user perspective. Stei, Sprenger and Rossmann (2016) investigated the current research state within ESM and concluded that user behaviour is yet to be explored. Employees are important contributors to the organization and, in fact, perhaps, the most important asset an organization has (Simonsson & Heide, 2011). UGT theory is, in this case, an important lens through which employee use of ESM in the organization can be identified. UGT presumes that individuals are active communicators who can identify needs and choose tools accordingly. Next, research on ESM through UGT is presented to give an overview of the different aspects that UGT has brought to the field.

2.2 UGT on ESM and public social media

Uses and gratifications theory has been fruitful in explaining behavioural use of various media, both inside and outside organizations. From the beginning, focus has been on the uses of traditional media such as television, printed newspaper and radio. Lately, the use of UGT has seen a rising trend for research within new media, which continues to grow, and where research focus has been on the internet and various 2.0 media channels such as Facebook and blogs (Lim and Ting, 2012; Pornsakulvanich and Dumrongsiri, 2013; Quan-Haase and Young, 2010).

Actual UGT research on ESM (designed for organizational use) is almost non-existent and therefore important to investigate. Most of the studies investigating behavioural use within ESM using UGT have been focusing on public social media (Facebook etc.) or blogs and wikis within organizations. Since the drivers might be similar for the use of ESM as for the use of public social media, some of those findings will be presented here in order to discover potential similarities and differences in the results. One of the most prevalent studies to investigate the use of social media among employees is Engler & Alpar (2016). They concluded that the intention to participate in social networks is most efficiently increased by simply adding ESM as a “layer” or “forum” where colleagues can collaborate or chat while continue working. This actually ties them more strongly to functional business applications. Another study conducted by Zoonen, Meer and Verhoeven (2014) investigated the production of social- and work-related information in public social media and found that employees might use social media to produce and consume work-related information for which the drivers were to spread information, building relationships and organizational ambassadorship. However, being an ambassador for a company may not be the same in public social media as it is in an ESM platform.

Sundar and Limperos (2013) found out, after cross checking over 20 different studies using UGT, that many gratifications overlap with each other. Some of those relating to “new media” are: *Social escapism motivation*, *information motivation*, *interactive control motivation* and *socializing motivation*. The first one is called an entertainment gratification which has been proven to be a strong factor for why people use social media, and the information gratification is apparently important for the use of the Internet (Korgaonkar & Wolin, 1999; Papacharissi &

Rubin, 2000). Since the emerging ESM technology is being introduced within almost every enterprise, it is important to understand new behaviours that ESM might generate into an organization.

2.2.1 UGT and TAM

To extend the UGT model, several researchers have incorporated technology acceptance model to predict gratifications obtained. For example, Lou and Remus (2014) created an integrated model of UGT and TAM to assess how the model would fit to explain behavioural outcomes (gratifications obtained). The results yielded that it was appropriate to integrate the model for this purpose because of the two TAM beliefs: *perceived ease of use* and *perceived usefulness* were connected to behavioural outcome. In a study conducted by Wang, Yang and Chen (2016) they investigated why employees engage in social networking sites at work and found that perceived ease of use and perceived usefulness, together with gratifications obtained, did influence attitude to use these platforms.

2.3 Synthesis

Previous research clearly underlines the potential benefits of using ESM in organizations. It can enable faster communication and work, and it opens up new possibilities of collaboration that we probably do not even know about yet, thanks to the technical and functional design of ESM. Yet, researchers still try to understand how ESM actually contributes to organizations. Some scholars, especially within TAM research, argue that slow adoption is the problem, but ESM solutions are being adopted around the world in record time. So the gap identified in this study aims to examine and understand more about behaviours on these systems. They need to be more fully understood, to create strategies and set goals/KPIs for implementation, introduction and usage of ESMs.

Another problem is that the definition of ESM has not been rigid, resulting in a body "ESM research", based on very varying tools. Research conducted on self-labelled ESM platforms such as Slack, Skype for business and Yammer, is still scarce, which is one of the main arguments for conducting this study, especially in combination with UGT since it might improve our understanding of this "new media type". This study hereby hopes, ultimately, to contribute to goal directed-

ness and strategies around implementation and usage of ESM. Rice and Leonardi (2013) state that in the field of communication, knowledge about ESM is scarce, and they encourage researchers to find out more about user behaviours on ESM – with focus on the actual/end users. This study is asking precisely *why* employees *are* using ESM, i.e., which (end user) gratifications that are sought and/or obtained, in order to enrich our understanding and insight into what is driving usage.

3. Theory

“When users are so integral to the production of meaning, researchers are required to look at the users’ side of the relationship” - (Holub, 1984)

Uses and gratification theory (UGT) has been successful in explaining uses of different mediums and, central to this study, it emphasizes a user-centric approach. Perhaps one of the most important trends and recent developments for the application of UGT is the rise of newer media such as Social media, the Internet, blogs and other 2.0 media channels. The participative nature of such mediums may be most suited to investigate through UGT since it actively takes users into account and presumes that individuals are able to choose between whichever medium that suits their needs. In addition, the study is influenced by TAM, which takes ease of use of new technology into account, in response to current criticism towards the limitations of UGT. So, both gratifications sought after *and* obtained, in conjunction with ease of use/understanding, are used to investigate if they are correlated with a successful implementation of ESM.

3.1 Understanding uses and gratification theory

Katz, Gurevitch and Haas (1973) first came up with the uses and gratification theory (UGT) by investigating behavioural use of mass media. UGT has a positivist approach in the sense that the theory is based on the relationship between user and medium and that users are, in fact, capable of identifying their own needs and therefore also capable of choosing medium accordingly. There is, per definition, a set of rules to this theory which must be followed in order to make sense of the world, or to produce actual knowledge about the world. UGT is based on a psychological and social perspective because people often experience different needs and gratifications in accord with their social and psychological state (See figure 1), which is why UGT empathizes an active role of people in selecting media to fulfil their own specific needs. Lim and Ting (2012) suggest that the foremost rea-

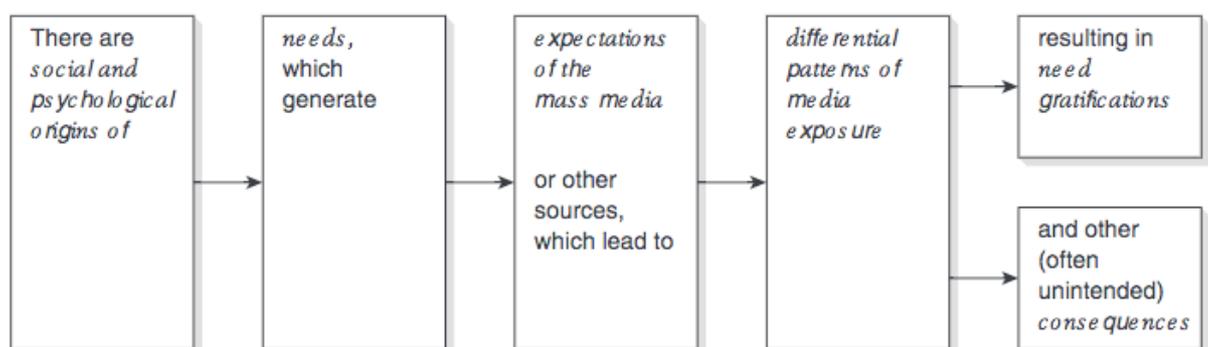
son to use UGT is to explain and understand people's' *needs* in order to understand their *reasons* for using a certain media channel, and, inherently, which gratifications that are obtained from those motivations to use the media channel. For instance, when an audience member has a need for escape, there are specific media available to gratify this need in a satisfactory manner (Quan-haase & Young, 2010).

There are some underlying assumptions (rules) to this theory that need to be elaborated in order to understand the actual worth and knowledge outcome of the theory (see figure 1).

3.1.1 Assumptions to UGT

- *Audience is active* - An active audience that deliberately chooses mediums in relation to their different functionalities indicate that the adoption of media, or ESM in this case, is goal-directed
- *Audience makes motivated choices* - Based on previous experiences with the medium and/or general experiences with new technology, the audience can motivate and make conscious choices for selecting media.
- *People are different* - A medium might gratify different needs depending on the individual's communication behaviour which, in turn, might be affected by social disposition and psychological factors.
- *Media competes with other sources of communication* - Media can function as an alternative to other communication sources. In this case, it also competes with other media in terms of functionality and usability.

(Rubin, 2002; Pornsakulvanich & Dumrongisiri, 2013)



(Figure: 1: A model of the uses and gratifications approach after Blumler and Katz, 1974)

Another well cited argument for the use of UGT is that it assumes people to be more influential than media, meaning that it is more about what people do with the media than what the media does to the people. UGT is user-centric which also means ignoring facts such as cultural influences or other external pressures. The main focus is the individual need to use certain media, no matter how these needs are generated.

UGT is based on the *uses* of a medium and *gratifications* obtained from a medium. In previous studies, satisfaction with a medium, when using UGT, is considered the sum of all obtained gratifications; what people feel they are achieving when using a medium. However, Sangwan (2013) criticized this idea since we cannot know if those gratifications obtained were actually sought after. While an achieved gratification can be associated with satisfaction, one must know which gratifications that are sought after in order to really measure satisfaction. And, as a reaction to the criticism toward UGT, Palmgreen and Rayburn (1979) created a model called “GS-GO” (gratifications sought and obtained), based on the idea that there is an expected gratification sought by using a media which may or may not be inline with the actual outcome (gratifications obtained). So, this study applies Palmgreen and Rayburn’s (1979) GS-GO model, which is widely held to be a more correct model to assess gratifications, since gratifications sought might differ from those obtained. Insight into gratifications sought but *not* obtained will provide very valuable input, both to ESM developers and innovators, and to organizations who seek to reap the potential benefits of ESM.

UGT has been disputed over the years by scholars (Bulmer, 1979; Severin & Tankard, 1997) claiming that the theory goes too far saying people are free to choose whichever media they want – not being restricted by social structure or the context in which the media is studied.

While the criticism may be justified, it is in part contradicted by the fact that over 80% of ESM projects fail. This may be due to the simple fact that there is no simple way/recipe for “making people social”. *If* a user wants to use a certain medium, they may, then, be restricted by company policy or other boundaries. So, instead of asking why such a large number of people *choose* not to use ESM, we focus on the gratifications obtained by the minority who do use ESM. For that reason, we feel that it is justified to rely heavily on the uses and gratifications theory.

3.1.2 Social gratifications in ESM

ESM is used for either work-related purposes or for social social related purposes, but might also be used for seeking out information in the organization (Wang & Kobsa, 2009). Cao et al (2016) stated that, the foremost reason to use social media in organization is the need for social interactions and to obtain support and a sense of belonging. They found out that social capital can be an *indirect* influence on work performance through knowledge sharing and workplace trust. In another study conducted by Gonzalez et al (2013) they found out that using ESM for social purposes, rather than work related purposes, did have a positive effect on the corporate culture and organizational commitment. They did not, however, find the same connection for work related use.

Gratifications obtained by using social media often reflect the need for social interaction while ESM, which could be seen as a closed social media network within the organization, might be different. Quan-Haase & Young (2010) found out that Facebook was used among students mostly because of social fulfilment, whereas instant messaging, which is also a part of an ESM platform, was about building relationships. While these findings might not relate to employees' ESM use in organizations, it provides guidance towards the importance of the social interaction variable. Almost all of the UGT research on various media, both inside an organization and outside an organization, concludes that the social variable is important when it comes to behavioural use. With that said, it is used in this study both as a goal for the use of ESM to answer RQ1, why *do* employees use ESM, and to investigate its effect on work gratifications obtained to answer RQ2.

In theory, ESM focusing on achieving social gratifications may be positively related to work gratifications obtained in the sense that work is improved when social capital is strengthened. In the physical workplace, social ties are necessary for overall productivity, and may also be true on a platform such as ESM. It is, after all, called Enterprise *Social* Media (Cao et al., 2016). This is why it may be an important variable when using ESM to obtain work gratifications (Zoonen, Meer and Verhoeven, 2014; Lim & Ting, 2012).

Hypothesis 1: Social gratifications obtained, as a variable, is positively related to work gratifications obtained.

3.1.3 Work gratifications in ESM

To theorize this construct, research has shown that ESM improves the coordination of work shared between employees within the enterprise by, for example, providing functions that help employees fulfil subtasks (Raeth, Smolnik & Urbach, 2015). Another important desired effect, but yet to be fully explored and understood, is that ESM can create new forms of work by enabling collaborative cooperation in organisations, by way of functions that range from mutual document processing and sharing, to the creation of extensive collaborative work environments. In this context, it has also been found that the cooperation is improved even across hierarchical structures. Yet, there is little to no research that shows which variables that drive, i.e., are positively related to, a successful implementation of ESM. This, in turn, increases the challenge for practitioners to successfully implement ESM

Another function of ESM that has been found, is that it can create and strengthen ties with colleagues, but also to promote knowledge and resource sharing. This is a typical *information gratification* that often is cited. (Cao, Vogel, Guo, Liu, & Gu, 2012; Skeels & Grudin, 2009). DiMicco et al. (2008) indicate that: “within the walled garden of the enterprise, employees choose to reach out and meet new people rather than only connecting with those they know”. Social media, therefore, not only strengthens ties but also creates new ones, and is used for “making sense” in/of the organization. Wang, Yang and Chen (2016) stated that, while *social* media is mainly social, personal and entertaining, this might change within corporations, where ESM *also becomes* a knowledge network. Relationships are the flow of information and knowledge. Both the collaborative and the knowledge/information sharing nature that ESM has been designed to achieve is yet to be fully operationalized, since almost all strategies and implementations are in early stages, without any real goals. The connection to social ties, and personal experiences is therefore interesting to understand, and could potentially lead to more knowledge about the different behaviours on ESM.

To avoid the risk of using a too narrow focus on how users *feel* about ESM, regardless of gratification obtained, the Technology Acceptance Model has been used to study the correlation between “user friendliness” and the successful implementation of ESM. Ease of use can be viewed as a gratification both sought

and obtained. but also as a willingness to learn and adopt new technology. This is examined in RQ2, i.e., what are the predictors for work gratifications obtained.

3.2 Technology Acceptance Model

Technology acceptance model (TAM) is a widely used and influential model constructed by Davis (1989). The model presumes that two specific beliefs – *perceived usefulness* and *perceived ease of use* – determine one’s behavioural intention to use a technology. Previous research has also established that ease of use is an important factor influencing user behaviour of information technologies (Venkatesh. 2000).

Recently, UGT and TAM have been integrated in several studies (ref) to explain user behaviour on media platforms. Even though TAM was initially developed for new systems, its applications have recently been redirected toward behavioural use. In spite of the differences between UGT and TAM, these theories have common elements that elucidate media/IT use and have the potential to be merged so that they can be further developed for use in new application areas. This study is merely influenced by TAM because perceived ease of use and usefulness seems to be important determinants for gratifications obtained. Thus, without using the “intention to use” variable, this study utilize these two independent variables as predictors for work gratifications obtained. These are further explained in next chapter.

3.2.1 Personal experiences

Personal experience is an important variable for the acceptance of new technology. In TAM, there are two independent variables that have proven to be effectual on behavioural intention to use a certain medium; these are *perceived ease of use* and *usefulness* (Lou & Remus, 2014). However, Shao has also argued that ease of use may be an important contributor to achieve greater gratifications, or, as defined in this study, more in line with those gratifications sought after. Even though the actual definition of perceived ease of use and usefulness does not require any experience, it is reasonable to assume that technological familiarity increases the probability that *perceived ease of use* increases, even if a specific tool is new to the user. It is established that people choose communication channels for numer-

ous reasons, such as *experience*, simple preferences, ease of use, gratifications, or just that the communication channel contributes to the success of the overall message (Wrench et al., 2008).

Wang, Yang & Chen (2016) conducted a study where the results supported TAM in that the attitude is influenced by perceived ease of use and perceived usefulness for SNSs (Social Networking Sites) usage. This can also be applied to ESM, even though the term SNS usually refers to more “pure” social media platforms, such as Facebook in the workplace.

Hypothesis 2: Personal experiences are positively related to work gratifications obtained

3.2.2 Demographics and behavioural use

The demographics of a population is often investigated in quantitative studies since it is important to understand how, for example, age might affect the study of interest. Demographics can often be a major determinant of different behaviours. Wang Yang & Chen (2016) found out that there were gender differences in time spent on social networking sites at work. Females would spend more time on Facebook than males in particular and in social networking sites at work in general. Several studies have resulted in a significance difference in both time spent on social media, but also in behavioural use. Females, for example, tended to send more short messages via mobile phone than did males, according to Dumronghiri and Pornsakulvanich (2013).

Age is an important determinant of social media use according to previous research. Although social media are used among all age demographics, a majority of the users are, in fact, in the span of 18-29 years old (Lenhart, Purcell, Smith, & Zickuhr, 2010). Today, the use is certainly more widespread, but understanding the relationship between age and the use of social media is not only important because younger people are more likely to use social media overall. Research into various media forms have found that age plays a role in the gratifications sought by the use of a particular medium. An example was found in Li's (2007) study where, the older a blogger was, the less likely they were to blog for self-expression, self-documentation, or passing time reasons.

Hypothesis 3: Females will be positively related to work gratifications obtained.

Hypothesis 4: Age will be positively related to work gratifications obtained.

3.2.3 Frequency of use

According to previous research, frequency of use is one of the strongest predictors of gratifications obtained (Laura Zizka, 2014). Time spent on a specific medium is not only a measure of satisfaction, but has been proved to promote different behaviours. For example: Junco (2011) found out that the more time students spent on social media networks, the more involved they were in campus organizations and real world issues. So, it is important to examine how frequency of use might be correlated with gratifications obtained. Whether this is positive or negative has been debated. Yuan (2011), for instance, found that people who tend to stay longer on an online platform are more likely to procrastinate than actually doing work. Frequency of use can also be connected to age and gender. For example, females are more likely to use mediums such as Facebook more frequently. At the same time, age is negatively correlated with frequency of use, meaning that younger people are more extensive users of Facebook (Quan-Haase & Yong, 2010), which is of importance to this study; it also seems that it might be a determinator of work or social related outcomes when using ESM. Hagler et al. (2009) found out that e-mail, which is widely used in all workplaces, has proved to impact the productivity within the organization.

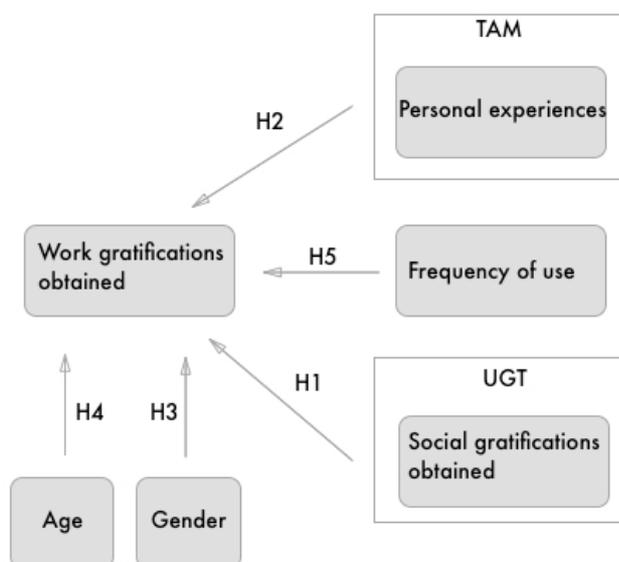
Ko, Sho and Roberts (2005) showed that time on the website, e.g., frequency of use, was affected by the content which was offered on the site, convenience of use, entertainment value and social interaction motivations. As a conclusion, frequency of use was proved to be a direct influence on the attitude towards the site. Time spent on a given medium is the most frequently used variable to measure gratifications obtained in uses and gratifications research. Frequency of use is also often associated with accessibility, and, since technology tends to be more frequently used than less convenient channels, it also enables greater gratifications obtained. Therefore, time spent, or frequency of use in ESM, was adopted in this study.

Hypothesis 5: Frequency of use is positively related to work gratifications obtained.

3.3 The theoretical model

Assuming that employees are guided to use certain mediums according to achieved gratifications, this study argues for the use of UGT to understand why employees use ESM in their organization (RQ1). After cross-checking most of the UGT research, this study claims that UGT has been absent in an internal context, and therefore hopes to extend the use of the theory in future studies, but mainly to contribute with knowledge about employee behaviours in ESM.

Presented below is the theoretical model that is guided by UGT and influenced by TAM (ease of use and usefulness) to achieve higher explanation rates for the overall model (RQ2). TAM has been integrated with UGT before, successfully, and therefore cannot be overlooked when trying to explain certain behavioural outcomes (work gratifications obtained). Further, all the variables that are included have proved to be strong predictors of gratifications obtained and therefore selected as independent variables in this theoretical model. This is a first step to come closer an understanding of what ESM actually is and can be in an organization. Figure 2 (below) is a visual over the variables explained above which gives an overview of how the model will be tested.



(Figure 2: Theoretical model)

4. Method

This section describes how the study is conducted, starting with the context of the research, a description of the sample and how the survey was constructed. Further, the section will provide information about how the data was collected. After that, variables will be operationalized and explained in order to legitimize the measurements for the study. Lastly, a data analysis section will be presented in order to explain how the data will be used and understood. The chapter finishes with a method reflection.

4.1 Research context

This study is guided by a positivist approach because UGT largely builds on those principles. In other words, it is built on a set of rules that shape the way we think about a certain behaviour on a specific medium – for example that: audiences are active and that media choices are guided by gratifications (Rubin, 2002). Previous research using UGT has preferred to conduct survey research over interviews or other data collecting methods, mainly because the theory is seen as positivistic in social research, but also because scholars want to generalize the results based on a population, for example students or teachers, and not only a specific case. This study tries to understand why employees use ESM in an organization which is an undiscovered field, and it seemed sensible to conduct a survey, using the online service from **SurveyMonkey**, to find out characteristics in the population such as demographics, current uses and social use that may influence employee work gratifications obtained in ESM (Grudz et al., 2016). UGT, by its very nature, targets those who *do* use of ESM/media instead of targeting those who *do not* use ESM. This study is based on the assumption that UGT will yield more insights than other possible approaches: understanding which the sought after and obtained gratifications are, is more useful knowledge than understanding why a large number of people are unwilling to make use of the new tool, or media. Tailoring an implementation with knowledge about the *personal drivers* is more likely to be success-

ful, rather than avoiding a set of “don’t’s”. Just because an implementation is “not wrong”, it doesn’t have to be right, or the best possible implementation. This will be further elaborated in the reflection chapter.

4.2 Sample

The data was obtained from a total of 170 participants in five different organizations. The sample frame, the total amount of people who received the survey, was 610 workers with the following distribution: organization 1: 80 N*, organization 2: 40 N, organization 3: 70 N, organization 4: 70 N and organization 5: 350 N. Recipients were 60,6% males and 39,4% females, within an age range from 19 to 60 years old ($M = 2,01$), where 48,2% were between 19-30 years old. The total response rate was 28% which is fully acceptable considering similar studies where the response rate usually is around 10% (Manfreda, Bosnjak, Berzelak, Haas, & Vehovar, 2008). Uncompleted surveys, non-responses, are important indicators for biases and survey quality, reducing the sample and creating larger error margins. According to Walliman (2006) non-responses cannot exceed 50% of the total participants and 20% or less is excellent. In this study, the non-response rate was 31 N indicating 18% reduction of the total participant sample, therefore an excellent non-response rate according to Wallimann’s (2006) rating. So, in total, 139 participants finished the survey.

Whether or not the sample frame and the sample size is efficient to generalize the given population (co-workers who use an ESM tool in the workplace) is hard to theorize about. Other studies have indicated a minimum sample size of 100-150 to be able to represent a population of, for example students using the internet in America and Korea (Ko, Cho and Roberts, 2005). Fowler (2009) states that a sample only can be representative of the sample frame, in this case those 610 co-workers. The sample frame is drawn from a wide variety of industries, positions and age groups, which can contribute to making it more representative for the general population, or maximum sample. The sample must capture a wide variety of characteristics in order represent the total population.

The method of sampling in this study was similar to what is called “snowball sampling”, a non-probability sampling method aimed toward getting access to a closed network. This study gained this access through establishing a manager con-

tact, who then agreed to send out the survey to all the employees. Everyone in the organization had the same chance to get selected to participate in the study.

4.3 Survey

The survey consisted of 22 questions arranged into 4 parts:

- **Part 1** captured demographics such as age, occupation and gender, and personal experiences connected to the Technology Acceptance Model (TAM), to control whether previous experiences with ESM-systems have an impact on behavioural use.
- **Part 2** dealt with current use in the workplace, in terms of frequency and function.
- **Part 3** focused on the needs and expectations (gratifications sought) of using an ESM-system.
- **Part 4** measured how well their current system is able to achieve those needs or meet those expectations (gratifications obtained), drawing from previous UGT research, in order to identify some degree of “success” for ESM implementations.

The survey was tested and approved by the managers who distributed the survey to the rest of the employees. The survey was sent back one time since they experienced that one question about social media use in the workplace was asked two times in different sections. So, without too much struggle, this was corrected and the survey was sent out again.

The survey operationalized Palmgren and Rayburn’s (1979) model of gratifications sought and gratifications obtained “GS-GO”, by using part 3 of the survey exclusively for gratifications sought from the employees and, in part 4, letting the participants evaluate actual achieved effect of those gratifications, thus measuring gratifications obtained. Most of the questions were measured using a five point Likert scale ranging from 1 = Very dissatisfied to 5 = Very satisfied. Other questions were measured using either open-ended/qualitative responses, or response sets using categorical and ordinal scales, for questions such as “which function in the organization do you belong to?”.

4.4 Data collection

The survey was conducted with five companies, all working and operating in Sweden. The survey was distributed in April and was open to the beginning of

May. All the participating companies are classified as small to medium enterprises (SME). The same questions were posed to all the companies except one question, regarding which function the employees belonged to in the organization. The response sets were adapted to the company's unique structure. Another difference between the companies were which system they used as an ESM tool. As a result, three different ESM systems were identified: *Slack*, *Skype for business* and *Yammer*. The survey was distributed by contacting managers in each organization, who then were asked to send out an email containing a link to the online survey, powered by **SurveyMonkey**, to all the employees. The data took 4 weeks to gather, with two reminder rounds in each organization, in addition to the first round. The study found reliability in this data collection method in studies such as Leftheriotis and Giannakos (2013) who investigated how social media can increase employees' productivity.

4.5 Measures

It is important to have clear measures before building the survey, and, when measures are clear, produce good questions of those measures (Fowler, 2009). This study followed the procedure of adapting tested and proven measures from prior studies (See figure 3), a necessary criterion for the data to be valid and trustworthy, according to Straub (1989).

	Social gratifications	Work gratifications
Sought after gratifications	Korgaonkar & Wolin, 1999; Papacharissi & Rubin, 2000). Quan-Haase & Young (2010) Gonzalez et al (2013)	DiMicco et al., 2008 Sangwan, 2005 Zoonen, Meer & Verhoeven, 2017
Obtained gratifications	Korgaonkar & Wolin, 1999; Papacharissi & Rubin, 2000). Quan-Haase & Young (2010) Gonzalez et al (2013)	DiMicco et al., 2008 Sangwan, 2005 Zoonen, Meer & Verhoeven, 2017

(Figure 3: Table of proven measures from prior studies)

The survey consisted of four parts for measuring employee use of ESM. The first part measured *demographics* (such as: gender, age and function in the organization), and *personal use/experiences*, taken from the model of TAM, since previous

studies (Wang, Yang & Chen, 2016; Grudz et al., 2016) have proved that “ease of use” and “perceived usefulness” can affect to usage and behaviour in ESM.

The second part was measuring frequency of use, operationalised with three questions asking: “Days per week spent using both social media and the ESM system in the workplace” and “Hours per day spent using the ESM system in the workplace”. The construct was selected and modelled after Zizka (2014), who concluded that frequency of use might be the strongest predictor of gratifications obtained.

Social related use was drawn from several studies within UGT research (Korgaonkar & Wolin, 1999; Papacharissi & Rubin, 2000; Quan-Haase & Young, 2010; Gonzalez et al., 2013). In this study the construct of “social” was divided into three parts: *social use*, *social interaction* and *entertainment*, since many of the previous gratifications overlap (Sundar & Limperos, 2013). The social factor is measured using 12 constructs ranging from social use (e.g. “setting up a social event”) to social interaction (e.g. “I can connect with others”) and entertainment (e.g. “It is fun to explore”).

Work related use was drawn from several studies that have tried to build and investigate work related use in various contexts (Sangwan, 2005; DiMicco et al., 2008; Zoonen, Meer & Verhoeven, 2017), to secure an accurate scale. Eight variables were used to measure work gratifications, driven by *information motivation*: “information for my exact needs” and “information of high value”. Other examples of variables in the survey are: “To set up meetings with colleagues about work projects”, “Post updates in work projects” and “upload credible information for future use.

4.6 Data analysis

As aforementioned, 610 employees from five different organizations got the chance to answer the survey, and 170 actually did fill out the survey, with 139 completing the survey.

First, after data was collected from SurveyMonkey and transferred into SPSS, appropriate measures were taken to assess the validity and reliability of the data, in accord with Allen, Titsworth and Hunt (2009) recommendations. Scale reliability tests were made to check normal distribution, outliers and central tendencies

overall. After central tendencies in the variables were analysed, a descriptive analysis was made to present data about current uses from the population. Lastly, the research questions were analysed, for RQ1: we used both frequencies and a factor analysis in order to secure and validate the different gratifications, both those sought after, and actually obtained gratifications. Since both contained 20 different constructs or questions, the aim was to get three or two factors explaining more than 50% of the variance. And for RQ2: a regression analysis was conducted to test the independent variables against work related use of ESM (the dependent variable). The purpose is to find out how much variance they explain in the dependent variable, and also the individual relationship between the different independent variables and the dependent variable.

4.7 Reflection

One of the biggest drawbacks of this study is the fact that the gratifications were pre-chosen according to previous research. It is possible that this study overlooked important measures that are even more sought after, it is also possible to extend this study by conducting in-depth interviews in order to capture possible gratifications that this study missed.

Another important fact to further elaborate is that this study focus on users of ESM that are frequently using these systems, thus already adopted the technology. It is possible that employees that refrain from using ESM is a more interesting target. But in defence of this study, it does not argue that a slow adoption rate of ESM is the problem – even if that is the case. This study argues that ESM adoption increases in rapid phase but without any real goal-directedness because employees, managers and other responsible parties do not know how to use ESM in the organization. So, in order to understand how they can be used, this study emphasise that one must look at successful usage and analyse the behaviours.

In order to find these organization, the sampling is a bit biased because the organizations using ESM, to a larger extent, are hard to find, thus are similar in size. Therefore, the sample in this study may not be representing the whole population but only those 610 employees that was surveyed.

5. Results

This chapter aims to present the results from the data set that was collected through the survey. The first part gives an overview over the descriptive statistics of the population, followed by RQ1, which presents the factor analysis to retrieve scores on the gratifications. This is followed by RQ2, presenting the multiple linear regression analysis in order to test the model, and to identify the relationship between the explaining variables and the dependent variable.

5.1 Current use of ESM and public social media

The participants in this study ranged from 19 to 60 years old, with a majority in the younger segment between 19-30 years old (48.8%). The gender distribution was 60.6% males and 39.4% females, probably not an accurate reflection of the real gender variance in the total population. The participants in this study are heavy users of social media. 89.4% have used social media longer than 5 years, while a majority of these have used social media for longer than 10 years. 90.6% used social media almost everyday in their homes. As for the use of social media in the workplace, only 44.7% use social media, such as Facebook, at work.

The respondents were familiar with ESM, which strengthens the utility of the sample, since the organizations were chosen according to their ESM use. While most of the respondents are using ESM everyday (66.5%). 75,8% of these users do not spend more than 1 hour per day using it (see table 1).

A question about how they perceived their use of new technology indicated that 72.9% considered themselves as early adopters or early majority, correlating with the age of the respondents. A slight negative correlation indicated that younger people tended to be more early adopters than older people. And the same goes for the personal experience of ESM. While most people indicated that they were positive towards the ease and convenience of use for ESM, a strong negative correlation between age and personal experience indicated that younger people tended to be more positive towards the use of ESM than older people.

The results also confirmed that employees felt ESM ($M = 3.69$ $SD = 0.97$) to be more safe than public social media ($M = 2.61$ $SD = 1.02$), which, in fact, seems important for overall use of a certain medium. Ease of use and convenience of use were similar for both ESM ($M = 4.0$ $SD = 0.97$) and public social media ($M = 3.9$ $SD = 1.02$). The study recognized a fairly strong positive correlation between the two mediums, indicating that the more experience or ease of use a person perceived for public social media, also meant a higher indication for the perceived ease of use for ESM. The results also indicated that younger people tend to use public social media at work more frequently than older people.

Population (N = 170)	Frequency	Percentage
Gender		
Male	103	60.6%
Female	67	48.8%
Age (M = 34.34, SD = 11.8)		
19 – 25	42	25%
26 – 35	40	23,8%
36 – 45	26	15,5%
46 – 50	34	20,2%
51 and more	26	15,5%
Function		
Blue collars	15	8%
White collars business	127	74.7%
White collars IT	28	16.4%
Years of social media use		
Never	8	4.7%
1-5 years	10	5.9%
5-10 years	78	45.9%
10 years or longer	74	43.5%
Frequency of ESM use		
Never	6	3.5%
One or two times	20	11.8%
Two or more times	24	14.1%
Almost everyday	34	20%
Everyday	79	46.5%
ESM use in the workplace (M = 1.8, SD = 1.1)		
No time at all	31	18.2%
Barely an hour	98	57.6%
1-2 hours	23	13.5%
2 or more hours	11	6.5%
Adoption of new technology		
Early adopter	26	15.3%
The early majority	98	57.6%
The late majority	40	23.5%
A laggard	5	2.9%
Non user	1	0.6%
Personal experience of ESM (5 point Likert scale)		
Easy to use (M = 3.9, SD = 1.02)		
Safe to use (M = 3.69, SD = 0.97)		
Perceived usefulness (M = 3.8, SD = 1.1)		
Personal experience of Public social media (5 point Likert scale)		
Easy to use (M = 4, SD = 0.97)		
Safe to use (M = 2.6, SD = 1.02)		
Perceived usefulness (M = 3.7, SD = 1.04)		

(Table 1: Demographics of respondents)

5.2 Gratifications sought and obtained

The first question (RQ1) was asking about which gratifications that were sought and obtained in organizations from using various ESM systems. First, a descriptive analysis was performed to extract the means (M) and standard deviations (SD) of all the gratifications. The results showed that (see table 2) the first and most frequent obtained gratification was “gain access to others with expertise in a particular area” (M = 3.52, SD = 1.25) followed by “Set up meetings with colleagues about work projects” (M = 3.44, SD = 1.48). Further, looking at sought after gratifications (see table 3), the results yielded similar output where “Set up meetings with colleagues about work projects” (M = 3.66, SD = 1.43) was mostly sought after followed by “Gain access to others with expertise in a particular area” (M = 3.53, SD = 1.16). It basically means that expectations seem to be a bit higher than gratifications actually achieved, even more so for work gratifications than social gratifications.

Work gratifications Obtained	Mean	Standard deviation
Post updates on work projects	3,366	1,319
Share information about organizational objectives with colleagues	3,094	1,484
Share information about organizational policies and procedures	2,892	1,477
Organize work files	2,237	1,380
Upload credible information for future use	2,550	1,445
Share my expertise in a particular area	3,352	1,226
Gain access to others with expertise in a particular area	3,525	1,251
Set up meetings with colleagues about work projects	3,446	1,489

(Table 2: Work gratifications obtained)

Work gratifications sought after	Mean	Standard deviation
Post updates on work projects	3,4510	1,433
Share information about organizational objectives with colleagues	3,105	1,410
Share information about organizational policies and procedures	2,847	1,379
Organize work files	2,013	1,183
Upload credible information for future use	2,317	1,348
Share my expertise in a particular area	3,236	1,194
Gain access to others with expertise in a particular area	3,532	1,161
Set up meetings with colleagues about work projects	3,660	1,433

(Table 3: Work gratifications sought after)

For social gratifications, the result yielded an opposite relation for expectancy vs outcome. In table 4, the results show that the most sought after gratifications were “I can connect with others” (M = 3.63, SD = 1.16), and “It makes me realize I am part of a community” (M = 2.99, SD = 1.22). And the same goes for the most obtained social gratifications (see table 5): “I can connect with others” (M = 3.37, SD = 1.32) and “It makes me realize I am part of a community” (M = 3.07, SD = 1.44). As stated before, the result yielded opposite relation for expectance vs outcome for social gratifications, except for “I can connect with others”, all the other gratifications were more obtained than sought after, which indicates that organizations might over empathize the social function of an ESM. Further, the next chapter will present the factor analyses the were made in order to confirm that the gratifications loaded on factors for social, work and possibly entertainment. The goal is to make the interpretation of the data easier, make sure the questions were analysing the same underlying concepts and to get an average mean of all the gratifications.

Social gratifications sought after	Mean	Standard deviation
Set up social events with co-workers after working hours	2,490	1,377
Make friends within the organization	2,513	1,301
Find people with similar interests	1,764	0,951
Chat with others while at work	2,45	2,241
I can connect with others	3,633	1,351
I can expand my social network	2,209	1,115
It makes my realize I am part of a community	2,993	1,226
It allows me to build social capital	2,633	1,168

(Table 4: Social gratifications sought after)

Social gratifications obtained	Mean	Standard deviation
Set up social events with co-workers after working hours	2,294	1,534
Make friends within the organization	2,525	1,410
Find people with similar interests	2,079	1,479
Chat with others while at work	2,741	1,598
I can connect with others	3,374	1,320
I can expand my social network	2,647	1,483
It makes my realize I am part of a community	3,071	1,447
It allows me to build social capital	2,748	1,474

(Table 5: Social gratifications obtained)

5.2.1 Factor analysis of gratifications sought and obtained

To check whether it was appropriate to reduce data to simplify the analysis, a principal-components factor analysis was performed with direct oblimin rotation, to confirm that the gratifications were measuring the same underlying concepts (i.e., work gratifications, social gratifications, and entertainment gratifications) The factor analysis was validated using Kaiser-Meyer-Olkin Measure of Sampling Adequacy (.826) which must be over 0.6 (an indication that the correlation matrix was sufficient for factoring), and Bartlett's Test of Sphericity (.000) which should

be significant in order to proceed with the factoring. Even if the data is considered good for factoring, the data set should at least contain 150 respondents or more meaning that this study barely passes (Pallant, 2010). According to the results, where an eigenvalue of 1.0 or greater was required to retain a factor (Pallant, 2010), validating the factor analysis with the chosen variables, which yielded three factors for “sought after gratifications” and two factors for “obtained gratifications” (see table 6 & 7). Entertainment gratifications were lost in the factor loadings for obtained gratifications. As a whole, work gratifications were the most sought and obtained (M = 2.9 M = 3.06), before social gratifications (M = 2.87 M= 2.4) and entertainment gratifications (M = 1.6). There were two variables that did not load on any factor: “Chat with other people while working” and “Find people with similar interest”. For sought after gratifications, the factors explained 54.5% of the total variance and for obtained gratification the factors explained 59.8% of the total variance. It means that the three factors for sought after gratifications and the two factors for obtained gratifications can explain more than half of the variables that is included in the factor. Instead of using all the variables in an analysis, this method is useful to reduce the data.

Pattern Matrix^a

Gratifications sought of using ESM	1	2	3
Social related use			
Set up social events with co-workers after working hours	,686		
Make friends within the organization	,743		
Find people with similar interests			
Chat with others while at work			
I can connect with others	,736		
I can expand my social network	,574		
It makes my realize I am part of a community	,725		
It allows me to build social capital	,701		
(Set up meetings with colleagues about work projects)	,624		
Entertainment use			
Take a brake from work			,804
It is fun to explore			,730
It lets my play			,723
I enjoy escaping into a different world			,747
Work related use			
Post updates on work projects		,570	
Share information about organizational objectives with colleagues		,815	
Share information about organizational policies and procedures		,789	
Organize work files		,792	
Upload credible information for future use		,822	
Share my expertise in a particular area		,568	
Gain access to others with expertise in a particular area		,556	
Mean	2,87	2,93	1,60
Standard Deviation	0.935	0.97	0.72

(Table 6: Gratifications sought factor)

Pattern Matrix^a

Gratifications obtained from using ESM	1	2
Work related use		
Post updates on work projects		,741
Set up meetings with colleagues about work projects		,540
Share information about organizational objectives with colleagues		,862
Share information about organizational policies and procedures		,876
Organize work files		,592
Upload credible information for future use		,763
Share my expertise in a particular area		,765
Gain access to others with expertise in a particular area		,750
Social related use		
It is fun to explore	,626	
It lets my play	,813	
I enjoy escaping into a different world	,879	
I can connect with others	,654	
I can expand my social network	,784	
It makes my realize I am part of a community	,707	
It allows me to build social capital	,762	
Set up social events with co-workers after working hours	,779	
Make friends within the organization	,700	
Take a brake from work	,923	
Chat with others while at work	,577	
Find people with similar interests	,765	
Mean	2.48	3.05
Standard deviation	1.11	1.06

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.^a

a. Rotation converged in 5 iterations.

(Table7: Gratification obtained factor)

5.2.2 Further use of ESM

The survey also includes open-ended questions that enabled participants to answer freely about sought and obtained gratifications. The result indicates that an *informative need* when using ESM is missing in the pre-chosen variables in this study. Participants expressed a need, or rather an obtained gratification, that ESM enables quick and accurate information about work. Employees tend to use ESM to access previous information (it is easier to search for history in ESM than mail, for example) and also to acquire fast answers about certain work projects or other work related tasks. In conclusion, a majority of the open-ended answers included “access to information and to disseminate information in the organization”, examples are provided in table 8 below, all the answers are available in Swedish in the appendix. The examples in table 8 are translated from Swedish to English since the participants answered in Swedish.

Open ended questions for gratifications sought and obtained
"Get answers to quick simple questions (job-related)"
"It is effective information forum"
"We use it only to share information in different topics to gather everything in the same place so that we can organize it better than in <u>Favebook</u> "
"Uses it for work purposes only, instead of mail / phone calls"
"Share one's knowledge / take part in other people's"
"It is a good communication channel that eases the pressure on the mail "
"Planning parts of work and reporting work-related information "
"Get quick answers to questions within the company"

(Table 8: Open ended answers from the survey)

5.3 Predictors for work gratifications obtained

In RQ2, the goal was to test personal experiences, social gratifications obtained, frequency of use, age and gender as predictors for work gratifications obtained. The multiple linear regression analysis was conducted to find out how much variance the independent variables (age, gender, frequency of use and social gratifications obtained) can explain in the dependent variable (work gratifications obtained). The total variance explained, in the dependent variable "work gratifications obtained", was $R^2 = 35,1\%$ (see table 10, model 5), which only accounts for a little more than $\frac{1}{3}$ of the variance in the dependent variable, but is acceptable in social research where it is hard to get higher explanation rates. The ANOVA f-test showed that the model was useful at the 0.01 level. (sig. = .000) and all correlation was under the 0.7 mark, indicating that multi-collinearity did not exist (Pallant, 2010), which is a prerequisite because a high correlation between the independent variables could create biases in the results (see appendix). Looking at the correlations matrix (see table 9) between the independent variables and the dependent variable the result show three significant correlations: *Social gratifications obtained* (B= 0.541**), *Frequency of use* (B = 0.255**) and *Personal experiences* (B= 0.369**). Age and gender (B = -,166) (B = -,063) did not show a significant correlation to work gratifications obtained, but is still included since they are important antecedents for UGT (Engler & Alpar, 2016).

Correlations matrix

		Work_obtained_index	Social_Obtained_index	Frequency_hours	Gender_recoded	Age	Personal_experience_index
Work_obtained_index	Pearson Correlation	,541**		,255**	-,063	-,166	,369**
	Sig. (2-tailed)	,000		,003	,464	,053	,000
	N	137	137	137	137	136	136
Social_Obtained_index	Pearson Correlation	,541**	1	,254**	,067	-,399**	,340**
	Sig. (2-tailed)	,000		,003	,435	,000	,000
	N	137	139	139	139	138	138
Frequency_hours	Pearson Correlation	,255**	,254**	1	-,012	,071	,172*
	Sig. (2-tailed)	,003	,003		,884	,367	,028
	N	137	139	163	163	162	162
Gender_recoded	Pearson Correlation	-,063	,067	-,012	1	,034	-,117
	Sig. (2-tailed)	,464	,435	,884		,663	,131
	N	137	139	163	170	169	168
Age	Pearson Correlation	-,166	-,399**	,071	,034	1	-,261**
	Sig. (2-tailed)	,053	,000	,367	,663		,001
	N	136	138	162	169	169	167
Personal_experience_index	Pearson Correlation	,369**	,340**	,172*	-,117	-,261**	1
	Sig. (2-tailed)	,000	,000	,028	,131	,001	
	N	136	138	162	168	167	168

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

(Table 9: correlations matrix)

The normality of the residual shows no sign of any apparent pattern which means that no crucial independent variables are missing. The normal pp plot shows that all the values are close to the diagonal line and the scatterplot indicates homoscedasticity, the data looks independent (Pallant, 2010) (see appendix 8).

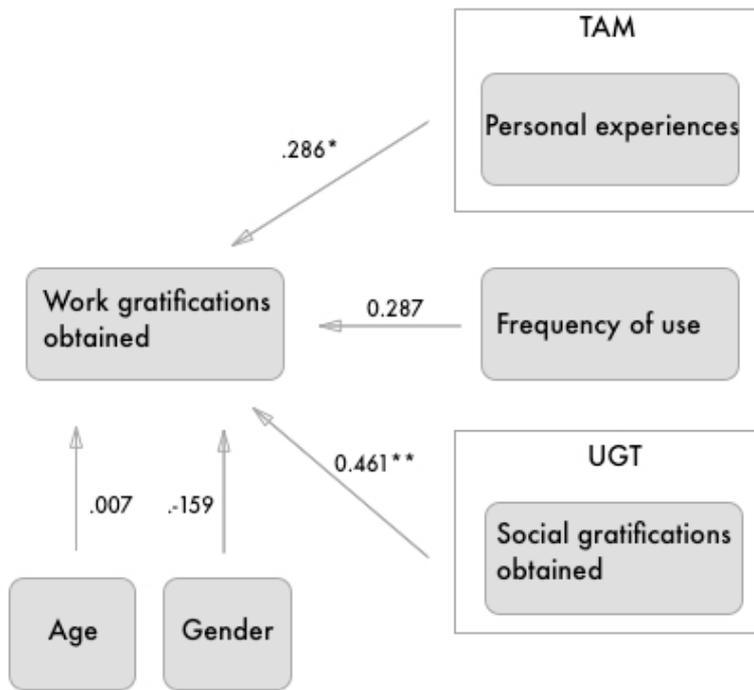
Even though the model explained 35.1%, only two independent variables had a significant relationship with the dependent variable meaning that those two correlations are the only ones this study can be absolutely sure about (see table 10 and figure 4). Social uses and personal experience were the only significant relationships towards work gratifications obtained. They were both positively correlated with the dependent variable at $B = 0,461$ and $B = 0,286$ respectively. This means that if a person obtains social use gratifications on ESM, he/she will also

obtain work gratifications for the use of ESM. Since the scale ranged from 0-5 in satisfaction one could say that: if a person goes from being satisfied to very satisfied with social gratifications, they will most likely move half a step on the same Likert scale with work gratifications satisfaction (see appendix 8). Age and gender did not have a significant correlation to work gratifications obtained in ESM, which means that this study cannot be sure that the correlations are correct, but it is still interesting to state something about their slope. As shown in table 9, they do increase the explaining rate of the work gratifications obtained, indicating a contribution to the overall model. $B = 0.007$ for age and $B = -0.159$ for gender indicates that females may obtain a higher degree of work gratifications in ESM than males. And age has almost no correlation at all. So, in contrast to previous research on age and use of social media (Skeels & Grudin, 2009), age is not a predictor of work gratifications obtained (see appendix 8). Further, frequency of use was not significant, but showed a slight positive correlation with work gratifications obtained ($B = 0.247$), which, in this sample, means that those spending 1 hour or more on ESM are more likely to obtain work gratifications than those using it less than an hour (see table 10, and full table in appendix 8).

Coefficients

	Model 1	Model 2	Model 3	Model 4	Model 5
Social gratifications obtained	,514**	446**	,424**	,432**	,461**
Personal experiences		,300**	,285**	,269*	,286*
Frequency of use			,290	,287	,247
Gender				-,152	-,159
Age					,007
Intercept	1,78	0,85	0,44	0,57	0,29
N	137	137	137	137	137
R2 (R square)	0,293	0,331	0,342	0,347	0,351

(Table 10: Coefficients from regression analysis).



(Figure 4: Hypothesis model tested, significance: * = 0,05 ** = 0,01)

6. Discussion

In the discussion, the study elaborates the result in chapter five with previous research. Starting with RQ1, why employees use ESM in the organization, followed by RQ2, predictors of work gratifications obtained. Lastly, the study presents and discusses limitations, future research and practical and theoretical contributions.

6.1 The aim of this study

As mentioned in the introduction, the goal of this study is to understand why employees use ESM in the organization.

By adopting the UGT and TAM models, users could categorize important needs and outcomes, providing guidance as to the degree of goal-directedness for ESM in the organization. Secondly, by applying important variables (personal experiences, social gratifications obtained, frequency of use, age and gender) to predict work gratifications obtained, this study is able to say something about the population that uses ESM. In the next chapter, the study discusses the data in RQ1 (gratifications sought and obtained) with previous research.

6.1.1 Gratifications sought and obtained (RQ1)

The first question “why do employees use ESM in the organization?” should be viewed as a descriptive question with the goal to find out employee expectations and outcomes using ESM. For starters, employees seem to use ESM mainly to gain access to others’ expertise and plan meetings with colleagues for work projects. This has, not surprisingly, been discussed in earlier studies (Wang, Yang and Chen, 2016). Instead of being a “social” network, ESM transforms into a knowledge network where the relationship *is* the exchange of knowledge and information, which is precisely what this study is able to strengthen.

Even though social gratifications generally were not sought after from the employees, some social gratifications were obtained. The two most obtained social

gratifications were “I can connect with others” and “strengthen social capital”, whereas “making friends in the organization” was the least sought and obtained. This proves that employees do not use ESM for making friends or to socialize in that context, which further strengthens the thesis that employees do not desire a platform to be social but rather to get work done. In other words, this study is aware that social gratifications are obtained when using ESM, but employees do not expect or need them to, looking at their sought after gratifications. Several studies (Gonzales et al., 2013; Cao et al., 2016) have argued that ESM should be used to socialize in a more informal way with colleagues within the organization, whereas this study shows that that may not be in line with actual behaviour or expectations. The positive correlation between social and work gratifications that was discovered in RQ2 will be discussed further on. This discussion can be related to (walden, 2016; Madsen & Verhoeven, 2016; Raišienė & Jonušauska, 2011) who found that employees rather use social media to contact friends than colleagues, which may not be surprising when talking about Facebook, but is an important insight when talking about an ESM such as Slack.

An interesting finding is that employees are driven to use ESM because they want to acquire fast and accurate work related information. The open-ended questions revealed and strengthened the need for a platform to (1) reduce time spent on email to acquire work related information faster, and ESM *does* seem to gratify employees’ need to ask short work related questions more efficiently than using mail, and, (2) receive and spread information across the organization which, apart from getting access to others’ expertise and planning meetings, seems to be one of the most important contribution of ESM.

6.1.2 Predictors for work gratifications obtained (RQ2)

In RQ2, this study sought to find predictors for those who obtained work gratifications from using ESM. Firstly, the model explained 35.1% of the dependent variable and the study was also able to confirm two of five the hypotheses: that social gratifications obtained were positively related to work gratifications obtained and that the personal experiences variable was positively related to work gratifications obtained. The strongest significant predictor was the social gratifications obtained variable, which means that some degree of social fulfilment when using ESM can

increase work gratifications obtained, yet employees did not *seek* social gratifications to any large extent. What this entails is simply that ESM provides a platform for strengthening social ties, or more conveniently connects people in the organization, which conversely makes people obtain some degree of social gratifications. At the same time, employees feel a more urgent need for work gratifications from using ESM. But even if ESM enables people to do work more quickly, strong social ties *also* increases speed and efficiency. Studies have touched upon this topic, Gonzales et al., (2013) did find that ESM affects the corporate culture in a positive way, for example.

This study further strengthens the personal experiences (Ease of use and usefulness) variable as a predictor of work gratifications obtained. In this study, it was the second strongest predictor. People who experience or perceive ESM as useful and easy to use tend to obtain a higher degree of work gratification than those who do not – which is in line with what previous research has been able to prove (Lou & Remus, 2014). Worth mentioning is that social gratifications obtained did not have the same correlation with personal experiences indicating that work gratifications obtained might be connected more strongly to those who truly understand the nature of ESM and what it encompasses in terms of functionality and value than those who feel it less useful. It could also indicate that ESM needs goal setting in order for employees to see it useful, and ease of use in order to provide more work gratifications.

This study could, however, not find a strong link between frequency of use and work gratifications obtained. Firstly, the correlation was not significant, secondly, the descriptive analysis showed that employees use ESM everyday but a majority only use it only an hour or less. Even if the correlation in the model is positive indicating that more frequent use is beneficial for work gratifications obtained, only a few percent used it more than one hour. In this case, the more time you spent in ESM did not seem to actually be a measurement of more work gratifications obtained. But for social gratifications obtained, frequency of use was more strongly correlated, which means that employees who spend more time on ESM are more likely to contribute and be engaged socially in the organization through ESM.

An interesting finding from the model was that age did not have a correlation to work gratifications obtained at all, but it had a higher correlation with social

gratifications obtained. So, in line with Li (2007), it seems that the older an ESM user is, the less likely he/she is to participate in social activities on ESM, and conversely younger people are *more* likely to obtain social gratifications. So, the positive correlation between social gratifications obtained and work gratifications obtained may be mediated through the age of a user.

6.1.3 Conclusion

In conclusion, the data shows an indication that ESM is used more as a way of getting work done quickly, than spending hours of the workday talking to other people. This contradicts studies such as Gonzales et al. (2013) and Cao et al. (2016) who argue that ESM should instead be used to interact with fellow colleagues in a more informal and non work related fashion.

Leonardi, Huysman and Steinfield (2013) talked about three different metaphors that have guided researchers in their pursuit toward understanding the meaning of ESM. In relation to this study, the data clearly shows that one should not over emphasize the social lubricant metaphor, or echo chamber and leaky pipe for that matter either. According to this study, it would be more appropriate to talk about ESM as a *search engine* for company specific information and knowledge. When someone needs information, or wants to acquire knowledge about something fast, people usually use Google to get accurate and fast answers. ESM seems to function in a similar manner (where *the company* is the “internet” to be navigated). Employees desire that kind of tool in the organization today to support their everyday work. This also means that no other media platform can gratify this need, not even Google. But, it still is *user generated content* that enables a successful and meaningful ESM platform. So, social capital and organizational culture surely plays an important role in that, and should not be overlooked. However, talking about ESM as a search engine could also mean higher expectations on employees, because in this scenario they would be held accountable for providing accurate, fast and relevant information, just like our expectations on Google.

7 Practical and Theoretical implications

7.1 Practical implications

The single most important contribution of this research to the field of strategic communication is that it enhances our understanding of why employees *do* use ESM in organizations.

Since ESM nowadays is part of the internal communication strategy, practitioners are able to utilize the results in this study as a guidance for implementing, or maintaining usage of ESM. In other words, it could help identify how social media coordinators, managers or other responsible parties for the implementation of ESM, can develop ESM strategies that secure higher employee engagement, and higher value for the company. While this study does not address adoption of new technology, which many studies do, the real issue here is that ESM implementations are embarked upon without any real goal-directedness, and in response to that, this study presents proof of uses from successful cases. And, most importantly, communication practitioners should also benefit from a clearer understanding of the potential drivers for different uses of ESM, as provided in this study in RQ2.

This study also sheds light on the fact that ESM can put stress on the organization where quick and accurate information is expected, in turn implying that employees must be “on standby” all the time to answer questions that might come their way. Observe that this critical part only is an assumption, drawn from the results in this study, and should not be perceived as validated fact. Viewing ESM as an “ask anything” tool, ie a search tool like Google, is simply in line with the findings of this study, so further studies and goal-directed implementations with this focus are encouraged by the study.

7.2 Theoretical implications

This study both confirms and extends the usefulness of UGT, as a research model in the field of strategic communication. First off, no other studies have tried to apply UGT on ESM before, which is a contribution to the existing body of research and theory itself. This study can present accurate and interesting findings thanks to using the UGT model, which proves that the model is highly applicable, even though the model has its origins in "old media". Also, TAM was partly integrated into UGT to find potential predictors for gratifications obtained, and the model showed that the two independent variables of TAM were in fact significantly correlated with work gratifications obtained, which in turn confirms that applying TAM and UGT in combination, leads to higher explanation rates. Since UGT has been found to provide high explanation rates for user behaviours in this study, strategic communication practitioners are encouraged to utilize this theory to further investigate new media.

However, it is important to emphasize that this study finds little or no use for *gender* and *age* as predictors/variables of user behaviour, although the data shows that there is some (negative) correlation between age and social gratifications obtained (not sought after). In this study, these variables were not significant, which is why it seems desirable to go further, to find other predictors of user behaviours. So, overall, this study is both a theoretical and practical contribution.

7.3 Limitations and future research

There are a number of limitations that should be taken into consideration when reading the results in this study. First, this study had a relatively small sample size which may have implicated the actual relationships in the research model. A larger sample size would have increased the accuracy of the data. Second, this study aimed towards a larger generalization in the given population, but given the fact that only a few companies felt mature enough to participate in this study, it was hard to conduct a probability sampling. The resulting data was therefore only gathered from small to medium enterprises, limiting general applicability.

Another limitation to this study is that the gratifications sought and obtained were chosen from previous research, which limited the respondents' answers. They did get the chance to respond in open-ended questions, but it could have in-

creased the relevance to conduct interviews first, to find further specific gratifications (sought after), that might have been overlooked in this study. The results also indicate that there are limitations to the overall model that measured satisfaction with work gratifications obtained. While the model explained 35.1% of the variance in work gratifications obtained there are probably more predictors of gratifications obtained that were not included in this study; an information gratification, for example, which was identified from the open-ended questions. Another limitation may be that this study included three *different* ESM systems since data was gathered from five different companies, which is why the next chapter encourage researchers to conduct comparative studies between different ESM systems, to acquire more specific data of each individual system.

7.4.1 Future research

Future studies are encouraged to increase the understanding of work related use of ESM by integrating a more extensive theoretical framework, with more predictors of gratifications obtained. It would also be interesting to make a comparative study between different ESMs, to discover gratifications sought and obtained at a more granular level. The results also show that there are important gratifications that ESM fulfils, which need further attention, both in terms of how it may affect internal processes (organizational culture, communication, efficiency etc.), but also to dig deeper into the understanding of ESM itself. Scholars are encouraged to use qualitative methods such as interviews and content analyses to acquire more knowledge about ESM as a *search engine* in organizations, and to find suitable strategies and frameworks for the use of ESM in organizations.

8. References

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9. Appendix

Appendix 1: Survey

Medarbetar användande - ESM-system [redacted]

En undersökning om användandet av Slack på [redacted]

Tack för att du har valt att delta i denna viktiga enkät som undersöker användningen av Slack på [redacted]. I enkäten kommer vi att samla era tankar och erfarenheter kring Slack för att, i framtiden, kunna erbjuda en bättre arbetsplats. Enkäten kan ta upp till 5-6 minuter att genomföra och vi försäkrar er om att ni är anonyma samt att alla svar som kommer in behandlas med största sekretess.

Demografi och personliga erfarenheter

Med Enterprise Social Media menas "Slack". Med "social media" menas Facebook, Twitter, Instagram etc.

Enkäten syftar till att ta reda vilka behov och förväntningar som finns kring användandet av Slack, samt vilka funktioner som uppfyller dessa behov och förväntningar. Slutprodukten ska bli en slags digital termometer för att ta reda på hur vi kan bli mer effektiva genom att använda Slack.

Den första delen av enkäten syftar till att ta reda på hur demografiska aspekter och personliga erfarenheter kan influera ett visst typ av användande i organisationen.

* 1. Ålder

* 2. Kön

- Man
 Kvinna

3. Vilken eller vilka funktioner tillhör du inom företaget?

- Systemutvecklare
 Design & kommunikation
 Konsult
 Affärsutveckling
 Ekonomi/HR/Admin
 Ledning

* 4. Använder du social media, såsom Facebook, i hemmet?

- Ja
 Nej

* 5. Hur länge har du använt sociala medier?

- 1-5 år 5-10 år 10 år eller längre Aldrig använt

* 6. Hur många gånger per vecka använder du social medier?

En till två gånger Två eller fler gånger Nästan varje dag Varje dag Aldrig

* 7. När det kommer till att använda ny teknologi anser jag mig själv som

Tidig adopter Den tidiga majoriteten Den sena majoriteten En senfärdig En icke användare

* 8. Jag tycker att social media, såsom Facebook och Twitter, är

	1. Stämmer inte alls	2. Stämmer ibland	3. Stämmer	4. Stämmer bra	5. Stämmer mycket väl
Enkelt att använda	<input type="radio"/>				
Säkert att använda	<input type="radio"/>				
Smidigt att använda	<input type="radio"/>				

* 9. Jag tycker att Slack är

	1. Stämmer inte alls	2. Stämmer ibland	3. Stämmer	4. Stämmer bra	5. Stämmer mycket väl
Enkelt att använda	<input type="radio"/>				
Säkert att använda	<input type="radio"/>				
Smidigt att använda	<input type="radio"/>				

Användande av ESM-systemet på arbetsplatsen

Denna del syftar till att ta reda på hur frekvent ESM-systemet används inom företaget.

* 10. Använder du Slack på din arbetsplats? Ifall du inte gör det, var vänlig avsluta enkäten här och tack för ditt deltagande.

- Ja
 Nej

* 11. Hur många gånger per vecka använder du Slack på din arbetsplats?

- En till två gånger Två eller fler gånger Nästan varje dag Varje dag Aldrig

* 12. Hur många gånger per vecka använder du sociala medier, såsom Facebook, på din arbetsplats?

- En till två gånger Två eller fler gånger Nästan varje dag Varje dag Aldrig

* 13. Hur många timmar per dag spenderar du i Slack på din arbetsplats?

- knappt en timme 1-2 timmar 2 eller fler timmar Ingen tid alls

* 16. Nöje; Jag anser att det finns behov att använda Slack för att

	1. Stämmer inte alls	2. Stämmer ibland	3. Stämmer	4. Stämmer väl	5. Stämmer mycket väl
Det verkar kul att utforska	<input type="radio"/>				
Det låter mig ha kul på arbetsstid	<input type="radio"/>				
Kunna komma bort från arbete för en stund	<input type="radio"/>				

Annat (var vänlig specificera)

* 17. Arbetsrelaterat användande; Jag anser att det finns behov att använda Slack för att kunna

	1. Stämmer inte alls	2. Stämmer ibland	3. Stämmer	4. Stämmer väl	5. Stämmer mycket väl
lägga ut uppdateringar om olika arbetsprojekt	<input type="radio"/>				
Planera och bestämma möten med kollegor angående olika arbetsprojekt	<input type="radio"/>				
Dela information om företagsmål med mina medarbetare	<input type="radio"/>				
Dela information om organisatoriska riktlinjer och processer	<input type="radio"/>				
Organisera arbetsdokument	<input type="radio"/>				
Ladda upp användbar och trovärdig information för framtida användning	<input type="radio"/>				
Dela min expertis inom ett visst område	<input type="radio"/>				
Få tillgång till andras expertis inom vissa områden	<input type="radio"/>				

Annat (var vänlig specificera)

Uppfyllda behov och förväntningar vid användande av ESM-system

Gradera hur nöjd du är med användningen av Slack på en skala från 1-5 där 5 är "mycket nöjd" och 1 är "mycket missnöjd".

* 18. Socialt användande; Hur nöjd är du med följande funktioner?

	1. Mycket missnöjd	2. Ganska Missnöjd	3. Nöjd	4. Mer än nöjd	5. Mycket nöjd	ej tillämplig
Planera sociala event med medarbetare efter arbetstid	<input type="radio"/>					
Skapa vänrelationer i organisationen	<input type="radio"/>					
Ta en paus från arbetet	<input type="radio"/>					
Chatta med andra människor medan man arbetar	<input type="radio"/>					
Hitta medarbetare som har liknande intressen	<input type="radio"/>					
Annat (ifall specificerat i fråga 14)	<input type="radio"/>					

* 19. Sociala interaktioner; Hur nöjd är du med följande funktioner?

	1. Mycket missnöjd	2. Ganska Missnöjd	3. Nöjd	4. Mer än nöjd	5. Mycket nöjd	ej tillämplig
Jag kommer i kontakt med andra	<input type="radio"/>					
Jag utvidgar mitt sociala nätverk	<input type="radio"/>					
Jag är en del av gänget	<input type="radio"/>					
Jag utvecklar mitt sociala kapital i organisationen	<input type="radio"/>					
Annat (ifall specificerat i fråga 15)	<input type="radio"/>					

* 20. Nöje; Hur nöjd är du med följande funktioner?

	1. Mycket missnöjd	2. Ganska Missnöjd	3. Nöjd	4. Mer än nöjd	5. Mycket nöjd	ej tillämplig
Det är kul att utforska	<input type="radio"/>					
Det låter mig ha kul på arbetslid	<input type="radio"/>					
Kunna komma bort från arbete för en stund	<input type="radio"/>					
Annat (ifall specificerat i fråga 16)	<input type="radio"/>					

* 21. Arbetsrelaterad användning; Hur nöjd är du med följande funktioner?

	1. Mycket missnöjd	2. Ganska missnöjd	3. Nöjd	4. Mer än nöjd	5. Mycket nöjd	ej tillämplig
lägga ut uppdateringar om olika arbetsprojekt	<input type="radio"/>					
Planera och bestämma möten med kollegor angående olika arbetsprojekt	<input type="radio"/>					
Dela information om företagsmål med mina medarbetare	<input type="radio"/>					
Dela information om organisatoriska riktlinjer och processer	<input type="radio"/>					
Organisera arbetsdokument	<input type="radio"/>					
Ladda upp användbar och trovärdig information för framtida användning	<input type="radio"/>					
Dela min expertis inom ett visst område	<input type="radio"/>					
Få tillgång till andras expertis inom vissa områden	<input type="radio"/>					
Annat (ifall specificerat i fråga 17)	<input type="radio"/>					

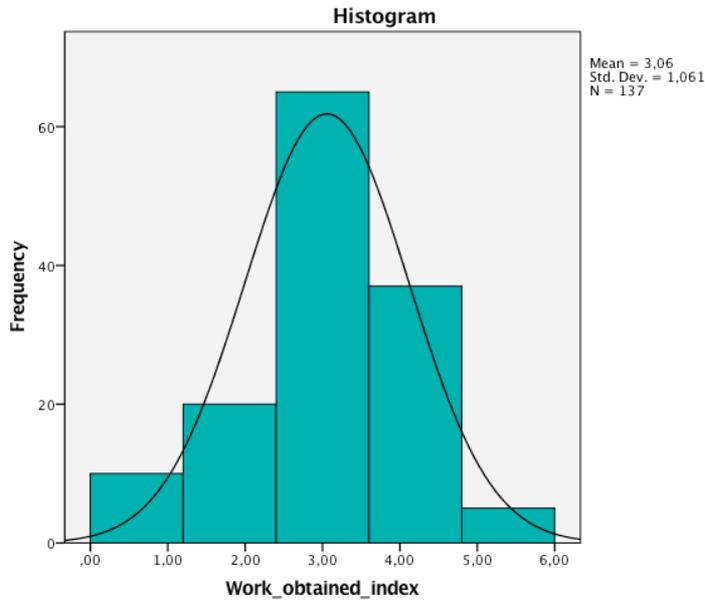
Appendix 2: Open ended questions.

Open ended question		
Slack är arbete och ett viktigt arbetsredskap	Få svar på snabba enkla frågor (jobbrelaterade)	Det är en god kommunikationskanal som lättar trycket på mailen
För att kunna hålla långsamma diskussioner där historik är A och O, det betydligt bättre formatet för grupper att arbeta	"pinga" folk som inte svarar på ens mail, fast utan att använda facebook.	Kommunicera med kollegor, partners och kunder kring arbetsrelaterade frågor
då du enkelt kan dela material, bjuda in nya personer som direkt ser materialet	Ställa enkla, snabba frågor som är för "små" för mail	Kontaktar kollegor för teknikfrågor för att få snabba svar. 2017-03-31 08:12
	Använder slack i arbetssyfte och diskutera	Snabb kommunikation istället för mail/telefon
Höra om åsikter kring olika beslut.	Informationsspridning	Använder SfB enbart för arbetsrelaterad kommunikation
Höra om åsikter kring olika beslut.	Planera delar av arbetet och rapportera arbetsrelaterad information	Använder det enbart i arbetssyfte istället för mail/tfn samtal 2017-03-30 15:19
Får ta del av intressanta artiklar etc som kollegor delar	Delge information till andra	Få snabba svar på frågor inom företaget
Dela information	informationsspridning	
Kunskapskälla	Få en bättre bild över vad mina kollegor arbetar med på dagarna 2017-03-29 21:22	En av de större fördelarna är att historiken jämt är öppen, så man kan fortsätta en diskussion som pågick tidigare utan
Dela med sig av sin kunskap/ta del av andras	det är effektivt informationsforum	att först försöka leta upp en miljon email som knappt är sökbara
Vi använder det endast till att dela information i olika topics för att samla allt på samma ställe och för att vi kan	Dela information, omvärldsbevakning, tips	Få kontakt med medarbetare på annan ort.
organisera det till skillnad mot FB	Dela information	

Appendix 3: Dependent variable

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Work_obtained_index	137	,00	5,00	3,0566	1,06055
Valid N (listwise)	137				



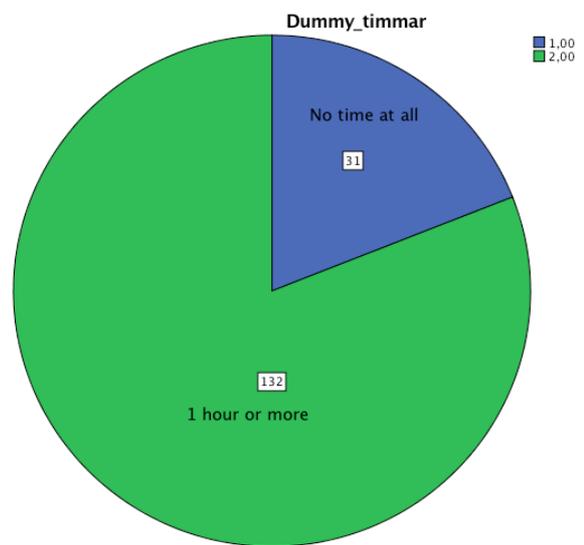
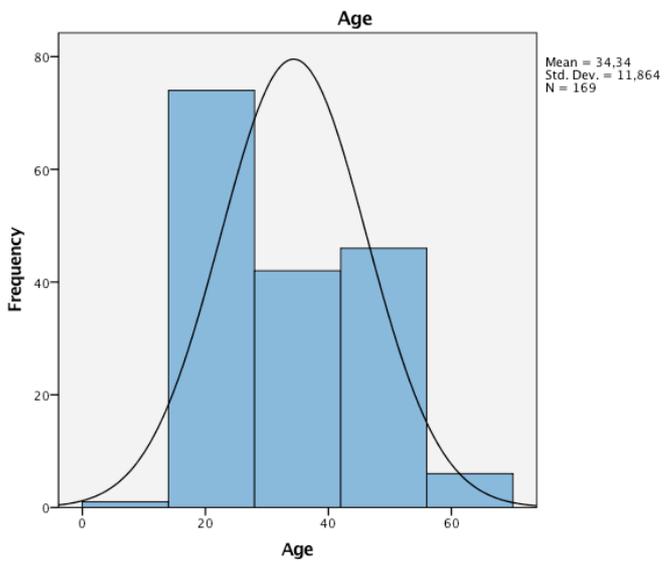
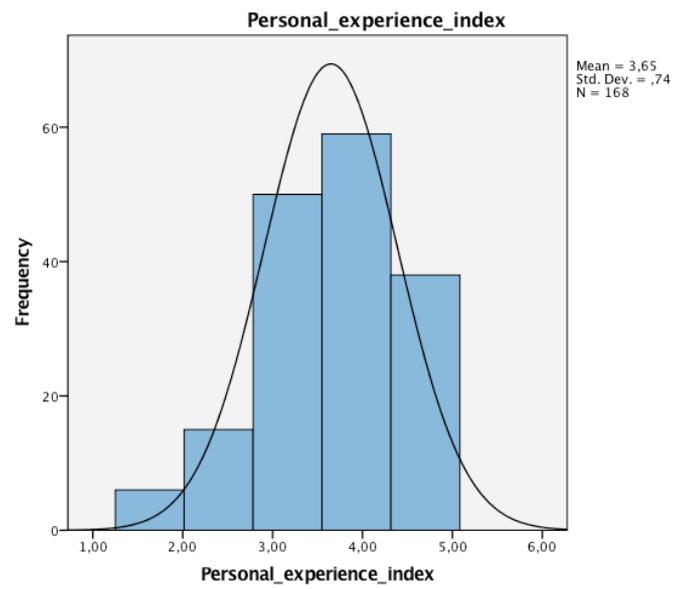
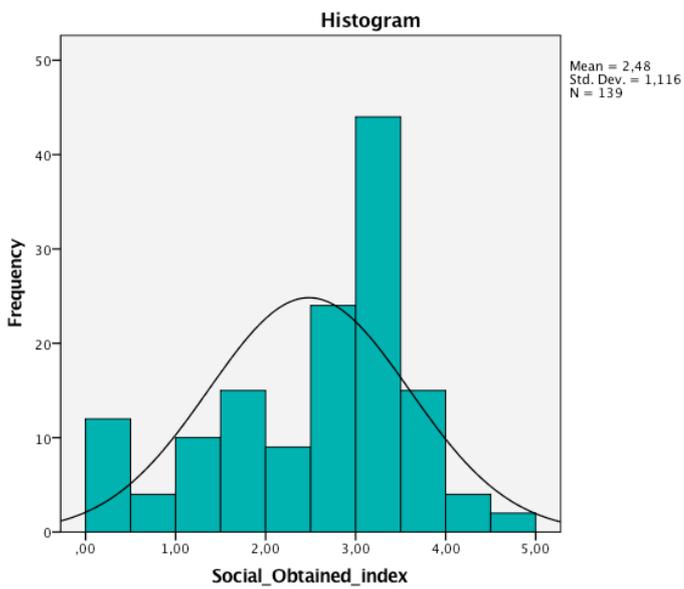
Appendix 4: Independent variables

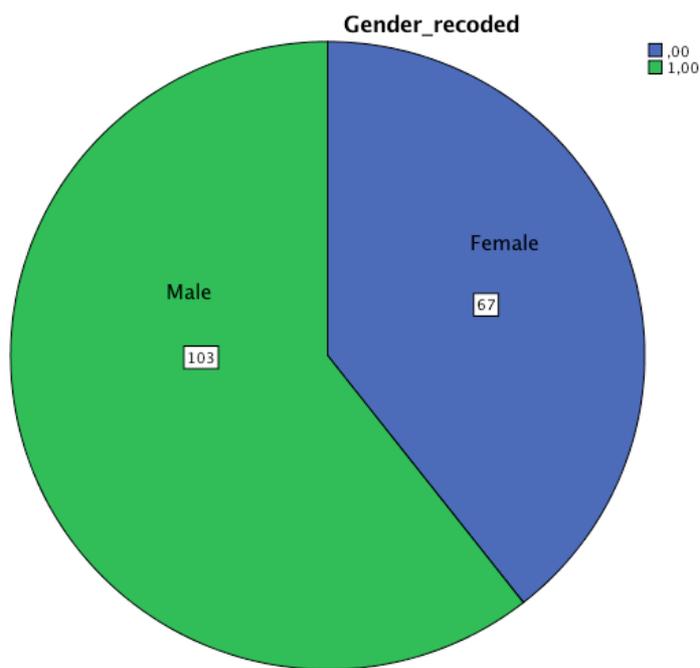
Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Gender_recoded	170	,00	1,00	,6059	,49010
Age	169	0	60	34,34	11,864
Perso- nal_experience_index	168	1,33	5,00	3,6478	,74008
Dummy_timmar	163	1,00	2,00	1,8098	,39366
Valid N (listwise)	161				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Social_Obtained_index	139	,00	4,92	2,4814	1,11632
Valid N (listwise)	139				





Appendix 5: Factor analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,877
Bartlett's Test of Sphericity	Approx. Chi-Square	2185,519
	df	190
	Sig.	,000

Total Variance Explained							
Component	Total	Initial Eigenvalues		Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings ^a
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	9,214	46,072	46,072	9,214	46,072	46,072	8,296
2	2,752	13,758	59,830	2,752	13,758	59,830	6,489

Pattern Matrix^a

Gratifications obtained from using ESM	1	2
Work related use		
Post updates on work projects		,741
Set up meetings with colleagues about work projects		,540
Share information about organizational objectives with colleagues		,862
Share information about organizational policies and procedures		,876
Organize work files		,592
Upload credible information for future use		,763
Share my expertise in a particular area		,765
Gain access to others with expertise in a particular area		,750
Social related use		
It is fun to explore	,626	
It lets my play	,813	
I enjoy escaping into a different world	,879	
I can connect with others	,654	
I can expand my social network	,784	
It makes my realize I am part of a community	,707	
It allows me to build social capital	,762	
Set up social events with co-workers after working hours	,779	
Make friends within the organization	,700	
Take a brake from work	,923	
Chat with others while at work	,577	
Find people with similar interests	,765	
Mean	2.48	3.05
Standard deviation	1.11	1.06

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.^a

a. Rotation converged in 5 iterations.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,826
Bartlett's Test of Sphericity	Approx. Chi-Square	1453,412
	df	190
	Sig.	,000

Total Variance Explained							
Component	Total	Initial Eigenvalues		Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings ^a
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	6,431	32,154	32,154	6,431	32,154	32,154	5,366
2	2,966	14,832	46,985	2,966	14,832	46,985	4,341
3	1,492	7,459	54,445	1,492	7,459	54,445	3,464

Pattern Matrix^a

Gratifications sought of using ESM	1	2	3
Social related use			
Set up social events with co-workers after working hours	,686		
Make friends within the organization	,743		
Find people with similar interests			
Chat with others while at work			
I can connect with others	,736		
I can expand my social network	,574		
It makes me realize I am part of a community	,725		
It allows me to build social capital	,701		
(Set up meetings with colleagues about work projects)	,624		
Entertainment use			
Take a brake from work			,804
It is fun to explore			,730
It lets my play			,723
I enjoy escaping into a different world			,747
Work related use			
Post updates on work projects		,570	
Share information about organizational objectives with colleagues		,815	
Share information about organizational policies and procedures		,789	
Organize work files		,792	
Upload credible information for future use		,822	
Share my expertise in a particular area		,568	
Gain access to others with expertise in a particular area		,556	
Mean	2,87	2,93	1,60
Standard Deviation	0.935	0.97	0.72

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

a. Rotation converged in 7 iterations.

Appendix 6: reliability tests

Case Processing Summary

		N	%
Cases	Valid	137	80,6
	Excluded ^a	33	19,4
	Total	170	100,0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
,897	8

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
lägga ut uppdateringar om olika arbetsprojekt	21,0876	56,860	,667	,885
Planera och bestämma möten med kollegor angående olika arbetsprojekt	21,0073	55,963	,619	,890
Dela information om företagsmål med mina medarbetare	21,3723	52,677	,796	,872
Dela information om organisatoriska riktlinjer och processer	21,5693	52,762	,795	,872
Organisera arbetsdokument	22,2117	57,286	,606	,891
Ladda upp användbar och trovärdig information för framtida användning	21,8978	55,592	,661	,886
Dela min expertis inom ett visst område	21,0876	58,213	,653	,887
Få tillgång till andras expertis inom vissa områden	20,9343	58,047	,643	,887

Case Processing Summary

		N	%
Cases	Valid	151	88,8
	Excluded ^a	19	11,2
	Total	170	100,0

a. Listwise deletion based on all variables in the procedure.

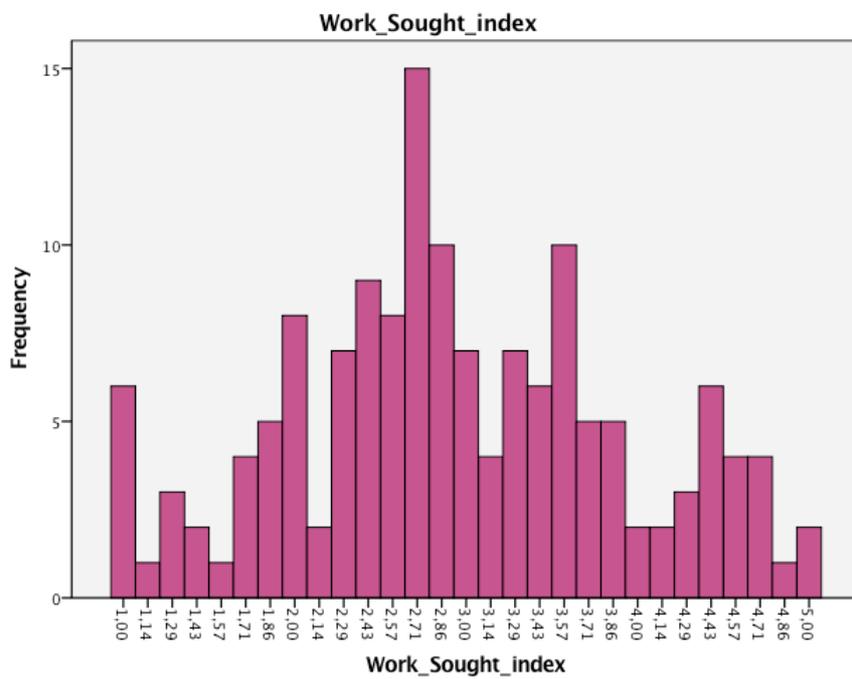
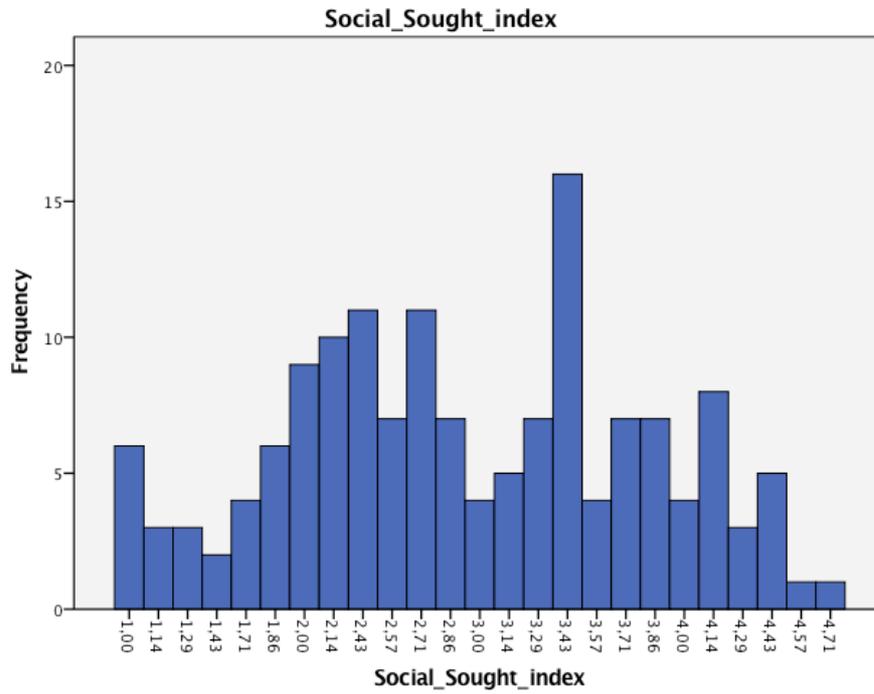
Reliability Statistics

Cronbach's Alpha	N of Items
,850	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Planera sociala event med medarbetare efter arbetstid	17,6358	31,566	,605	,830
Skapa vänrelationer i organisationen	17,6225	31,290	,675	,819
Jag kan komma i kontakt med andra	16,4967	32,305	,567	,835
Jag kan utvidga mitt sociala nätverk	17,9338	34,302	,555	,836
Jag känner mig som en del av gänget	17,1457	32,539	,627	,826
Det tillåter mig att utveckla mitt sociala kapital i organisationen	17,5033	32,292	,688	,818
Planera och bestämma möten med kollegor angående olika arbetsprojekt	16,4967	31,625	,568	,836

Appendix 6: Summative index



Appendix 7: Bivariate analysis

Correlations matrix

	Work_obtained_index	Social_Obtained_index	Frequency_hours	Gender_recoded	Age	Personal_experience_index
Work_obtained_index	Pearson Correlation	,541**	,255**	-,063	-,166	,369**
	Sig. (2-tailed)	,000	,003	,464	,053	,000
	N	137	137	137	136	136
Social_Obtained_index	Pearson Correlation	,541**	,254**	,067	-,399**	,340**
	Sig. (2-tailed)	,000	,003	,435	,000	,000
	N	137	139	139	138	138
Frequency_hours	Pearson Correlation	,255**	,254**	1	-,012	,071*
	Sig. (2-tailed)	,003	,003		,884	,367
	N	137	139	163	163	162
Gender_recoded	Pearson Correlation	-,063	,067	1	,034	-,117
	Sig. (2-tailed)	,464	,435		,663	,131
	N	137	139	163	170	169
Age	Pearson Correlation	-,166	-,399**	,071	,034	1
	Sig. (2-tailed)	,053	,000	,367	,663	
	N	136	138	162	169	169
Personal_experience_index	Pearson Correlation	,369**	,340**	,172*	-,117	1
	Sig. (2-tailed)	,000	,000	,028	,131	,001
	N	136	138	162	168	167

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Appendix 8: Regression analysis

Model Summary ^f				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,541 ^a	,293	,287	,89536
2	,575 ^b	,331	,321	,87383
3	,585 ^c	,342	,327	,87004
4	,589 ^d	,347	,327	,87016

5	,593 ^e	,351	,326	,87050
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ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	44,418	1	44,418	55,407	,000 ^b
	Residual	107,425	134	,802		
	Total	151,843	135			
2	Regression	50,287	2	25,143	32,928	,000 ^c
	Residual	101,556	133	,764		
	Total	151,843	135			
3	Regression	51,922	3	17,307	22,864	,000 ^d
	Residual	99,921	132	,757		
	Total	151,843	135			
4	Regression	52,653	4	13,163	17,385	,000 ^e
	Residual	99,190	131	,757		
	Total	151,843	135			
5	Regression	53,333	5	10,667	14,076	,000 ^f
	Residual	98,510	130	,758		
	Total	151,843	135			

0. Dependent Variable: Work_obtained_index

1. Predictors: (Constant), Social_Obtained_index

2. Predictors: (Constant), Social_Obtained_index, Personal_experience_index

3. Predictors: (Constant), Social_Obtained_index, Personal_experience_index,

Dummy_timmar

4.. Predictors: (Constant), Social_Obtained_index, Personal_experience_index,

Dummy_timmar, Gender_recoded

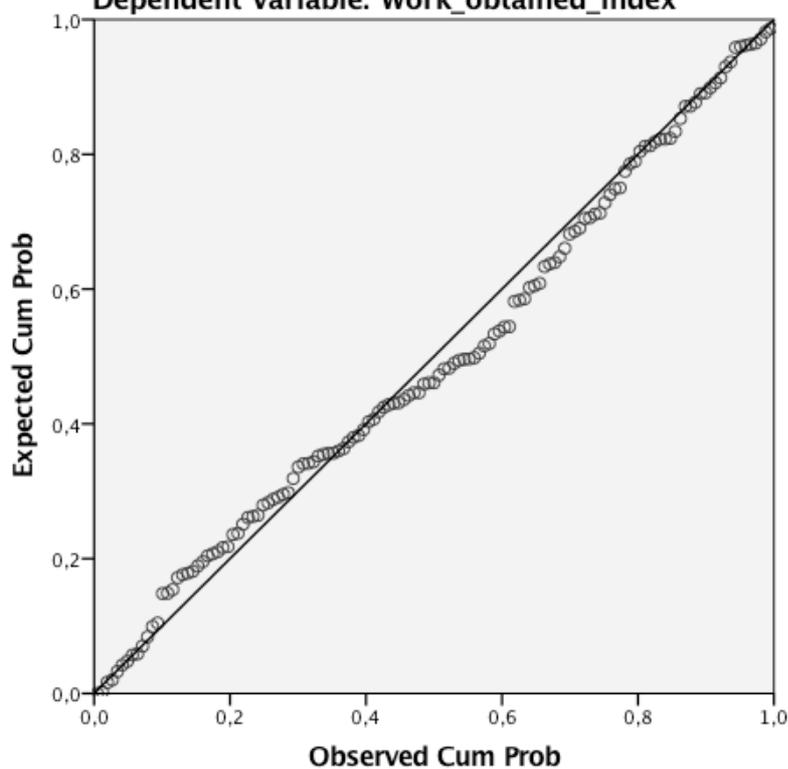
5. Predictors: (Constant), Social_Obtained_index, Personal_experience_index,

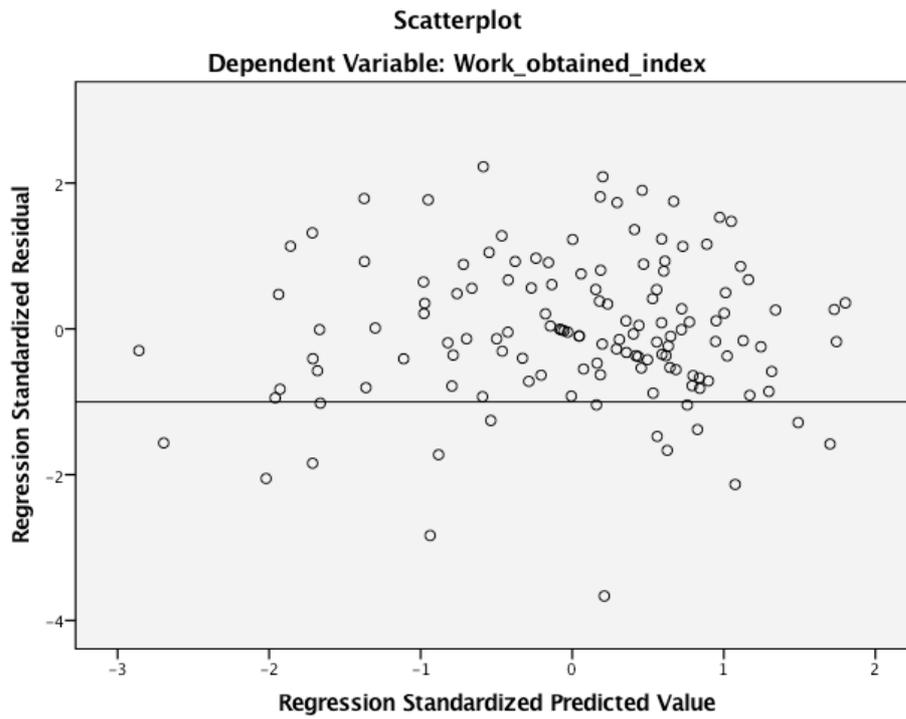
Dummy_timmar, Gender_recoded, Age

		Coefficients ^a					95,0% Confidence Interval for B	
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Lower Bound	Upper Bound
		B	Std. Error	Beta				
1	(Constant)	1,782	,188		9,491	,000	1,410	2,153
	Social_Obtained_index	,514	,069	,541	7,444	,000	,377	,650
2	(Constant)	,856	,381		2,250	,026	,103	1,609
	Social_Obtained_index	,446	,072	,470	6,228	,000	,304	,588
	Personal_experience_in dex	,300	,108	,209	2,772	,006	,086	,513
3	(Constant)	,442	,473		,935	,352	-,493	1,376
	Social_Obtained_index	,424	,073	,446	5,805	,000	,279	,568
	Personal_experience_in dex	,285	,108	,199	2,633	,009	,071	,498
	Dummy_timmar	,290	,198	,108	1,470	,144	-,100	,681
4	(Constant)	,576	,492		1,171	,244	-,397	1,550
	Social_Obtained_index	,432	,073	,455	5,879	,000	,287	,577
	Personal_experience_in dex	,269	,109	,188	2,460	,015	,053	,485
	Dummy_timmar	,287	,198	,107	1,454	,148	-,104	,678
	Gender_recoded	-,152	,155	-,070	-,982	,328	-,459	,154
5	(Constant)	,290	,578		,502	,616	-,852	1,433
	Social_Obtained_index	,461	,080	,485	5,793	,000	,303	,618
	Personal_experience_in dex	,286	,111	,199	2,578	,011	,066	,505
	Dummy_timmar	,247	,202	,092	1,219	,225	-,154	,647
	Gender_recoded	-,159	,155	-,074	-,1028	,306	-,466	,147
	Age	,007	,007	,076	,947	,345	-,007	,021

a. Dependent Variable: Work_obtained_index

Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Work_obtained_index





Appendix 9: Relationship analysis

