

## Employee Perception of Enterprise Social Media for Collaboration and Employee Voice

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### Introduction

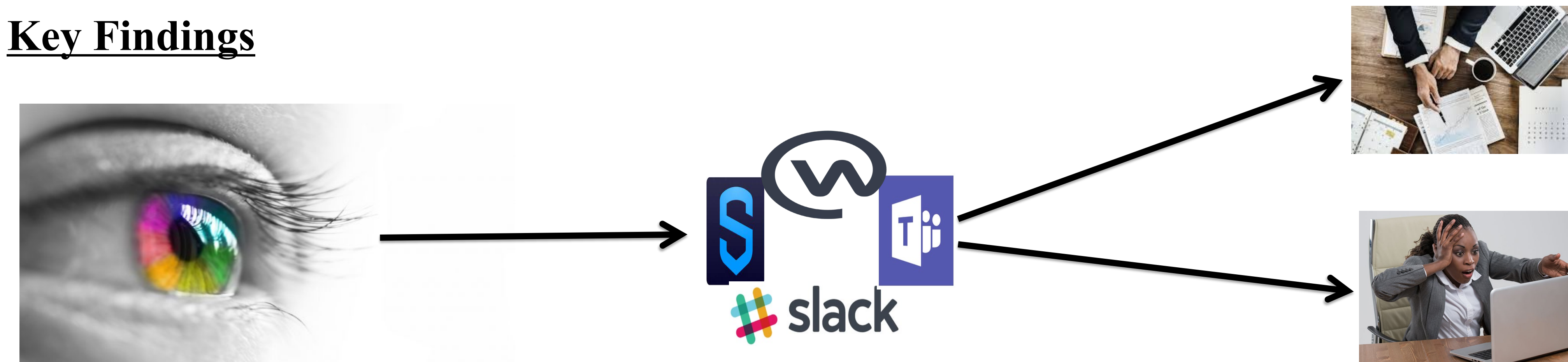
**Does ESM meet employee expectations as a collaboration tool?**

**Does ESM facilitate employee voice in the way organizations intended?**

86% of employees feel a **lack of collaboration** is responsible for workplace failures. There is also evidence that **employee voice** is a **primary factor** in the success of an organization. Organizations have deployed enterprise social media (ESM) to address these employee concerns.

This study explores whether employees perceive that the investment in ESM has achieved its purpose.

### Key Findings



**Eight out of 10** participants indicate ESM is better suited as an information and communication tool than a collaboration tool.

**Nine out of 10** participants feel the visibility of what they post or comment using ESM constrains employee voice.

### Conclusions

Varying levels of satisfaction with ESM indicate there is work to be done for organizations to fully realize the benefits of improving collaboration and employee voice using ESM.

ESM provides the minimum level of collaboration needed yet employees still desire or prefer established avenues of collaboration.

ESM provides the opportunity for the employee voice; however, uncertainty remains if it is the best channel to influence organizational decision-making.

Employee perception of ESM is influenced by how they used to collaborate and express their voice and focuses more on what ESM cannot do

### Methods

**Qualitative approach** to gather participants' stories of their experience with ESM.

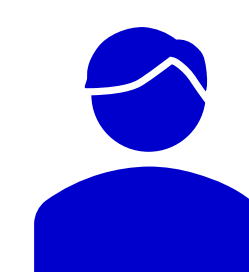
- **Literature Review** of scholarly articles and published information on employee perception of ESM platforms
- **Semi-Structured Interviews** that captured participants' perception of ESM and thoughts on collaboration and the employee voice
- **Free Listing & Pile Sorting** to obtain non-verbal participant data on employee perceptions of ESM for thematic analysis
- **Follow Up Unstructured Interviews** to gather additional qualitative data from participant reflection

### Results in Participants' Own Words

"It is basically an internal social media app we use to communicate."



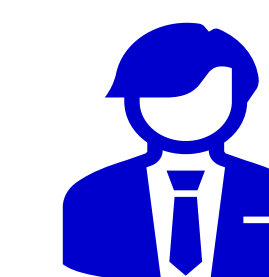
"If I'm collaborating with somebody, we exchange files via email and store documents on the SharePoint."



"I, primarily, use it to communicate with other team members...as a way to get information out."



"I would never ever use the (enterprise) social media itself to post an opinion."



"I don't feel comfortable using ESM to blast my thoughts and opinions to everyone."



"The fact that everybody can see it will make me feel like they will think differently of me if I ask a question that is just stupid."



### Recommendations

Organizations should not take a "build it and they will come approach" when implementing ESM.

Organizations should not lose sight that employee satisfaction with ESM is situation and context-dependent.

Organizations should:

1. **Minimize the avenues available for collaboration and employee voice**
2. **Create and implement strategies to shape employee perception of ESM**

### Literature Cited

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