

Muhaimin Karim

Student No: 39016

Utility of social networks to professionals

A study on the motivations of employees for utilizing social networks
within organizations

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Supervisors: Gunilla Widén and Farhan Ahmad

Faculty of Social Sciences, Business and Economics

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ABSTRACT

The study intends to examine the key motivations of the professional for utilizing social networks within organizations. The study was conducted with the help of 50 employees working in different business organizations belonging to a diversified nature of industries. The engaged respondents claimed to utilize social networks for job purposes at their respective business organizations. The participants took part in an online questionnaire survey as an experimental sample group. The thesis aims to find the major motivations for utilizing such social networks for job purposes.

With a view to detecting the motivations of the respondents, the Uses and Gratification Theory of Denis McQuil was implemented. Although the original theory included four different kinds of motivations for using a particular medium, the motivation,

“Entertainment” was eliminated since the usage of social networks in this context is job related. The remaining motivations, “Information”, “Social Interaction” and “Personal Identity” was evaluated as motivations for utilizing social networks at work. According to previous studies from literature review, actual usage of social networks for job purposes can also be influenced by some personal attributes and controlled variables. Therefore, factor such as, “Age”, “Gender” and “Attitude” were also incorporated in the analysis.

The findings of the study reveals that activities related to “Information” happens to be the strongest motivation amongst the three followed by “Social Interaction”. The thesis reveals that professionals who are working in various business organizations are utilizing social networks for information exchange. Therefore, it concludes that social networks hold the potential to be used as an information-sharing tool within organizations.

Keywords: Social Networks, Motivations, Attitude, Organization

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1. CHAPTER I: INTRODUCTION

The initial idea of what we call, social networks, dates back to the early 1980s when Tom Truscott and Jim Ellis introduced the concept of Usenet System, which allowed users to post articles in the form of news to news groups (Goble, 2012). Over the years, through different phases of metamorphisms, social networks have taken the form of a large internet-based social-interactive-medium. In this age of state-of-the-art information and communication technologies, social networks have established themselves as an extremely popular medium of communication, interaction and most importantly, as a social platform. The phenomenon of social networks has gained unprecedented popularity today and has offered a diversified utility of themselves. These media have been appreciating substantial accomplishments lately with a huge number of visitors such as Facebook for social interaction; WordPress for blogging, Twitter for small-scale blogging, Flickr and YouTube for photograph and video sharing; Digg for news pursuing and Delicious for social bookmarking (Guy, Zwerdling, Ronen, Carmel, and Uziel, 2010). Currently, people are utilizing social networks to create contents, to share views, to acquire information through interaction. A vibrant presence of business organizations, brands, NGOs and even Government Ministries and different news channels are also observed these days. This establishes that social networks are utilized in a diversified way with very distinct intentions and objectives (Skeels and Grudin, 2009). As a recent development, it has been observed that professionals working in different business organizations are also using this multifunctional platform at work. Meredith M. Skeel (2009) commented in her study, she has found that Facebook is being extensively, though not universally, used to maintain awareness of colleagues, to build rapport and stronger relationships. Employees were found using social networks for professional information gathering.

These diversified utilities of social networks gained wide spread popularity and have brought about a great change in the landscape of information and communication practices. People are becoming more inclined to utilizing social networks for various purposes and are being driven by distinct motivation. This transformation has also affected business

organizations where the spontaneous presence of the employees in such platforms has been observed. The employees are being found utilizing social networks for job purposes, which is a recent development in business organizations. This has raised attention from both the organizational behavior perspective and the consumer behavior perspective since users are both employees of those business organizations and regular users of social networks. The study therefore strives to identify the key motivations of the employees for utilizing social networks for job purposes and examines which motivation appears to be the strongest.

In order to discover the above mentioned motivations, the thesis reviewed and incorporated previous studies and literatures. In relation to previous theories and findings, a conceptual model was designed to exhibit the key motivations and the mediating factors that influence the level of those motivations. Finally, administering a structured survey questionnaire, a sample group of current users of social networks for job purposes, was tested to validate the conceptual model and hypotheses associated with that. The thesis concludes with the findings from the data extracted and analyzed from the survey and necessary interpretations. Through these stages, the study will progress to determine the motivations of professionals for utilizing social networks for job purposes and answer the overall research question, *“What is the utility of social networks to professionals using it for job purposes”*.

2. CHAPTER II: BACKGROUND AND LITERATURE REVIEW

In the chapter of Background and Literature Review, we will first discuss and define the keywords of the thesis both generally and contextually to have a deeper examination of the vital modules of the thesis. The key components of the thesis will be discussed in relation to previous studies and literature conducted on those key concepts. The discourse will strive to identify any significant research gap within the previous studies and thus elaborate the significance of the thesis. The chapter by the end of the discussion produces hypotheses constructed with the help of previous studies and experiments and finally presents a conceptual model incorporating those hypotheses.

In this unit, we aim to identify and discuss the key concepts of the discourse. The objective is to have a clear understanding of their scope in universal and in the background of the thesis. This discussion will be followed by previous studies and literature on those concepts.

2.1 Social Network: Definition and Utilities

According to the Cambridge Dictionary, “Social networks are websites and computer applications that allow the people to communicate and share information on the internet using a computer or a mobile phone”. Through the inception of Web 2.0, social networks or social networking sites have gained huge popularity. Historically, the concept of social networks was referred to Web 2.0, which was later replaced by the name social networks to underline the feature of social interaction among users. Through the phases of evolution, social networks began to be utilized as a platform for social interaction among people in which they create, share and exchange information and ideas in virtual communities and networks (Ahlqvist, Bäck, Halonen, and Heinonen, 2008). Kaplan and Haenlein (2010) defined social networks as a group of internet operated software built on the framework of the ideology and technology of Web 2.0, which has given users the liberty to create their own contents and share them with other. Hence the name, User Generated Contents.

Around the years, social networks not only expanded as an internet based social interaction software; it also offered diversified utilities of itself. The more importance in interaction and collaboration is being given at the organizational level by the business organizations, the impact of social networks gets the acknowledgment of a brilliant tool to connect and share information within and outside the organizations (Ngai, Tao, and Moon, 2015). social networks are now being used in business organizations in performing in establishing network competencies, challenging existing marketing and customer relationship practices and promotional processes (Zeng and Gerritsen, 2014). In one of his recent papers, Ngai concluded that phenomena of social networks cover three major research topics that are Personal Behavior Theories, Social Behavior Theories, and Mass Communication Theories. He also designed a causal chain framework that identifies different constructs that are linked with the cause and result of users' behavior in accepting and adopting social networks.

Kietzmann, Hermkens, McCarthy, & Silvestre (2011) on the other hand divided the features and functionality in seven different modules, which are Identity, Reputation, Relationship, Presence, Sharing, Conversation, and Groups. They concluded, this classification of social networks would help the managers have a better understanding of social networks ecology, their audience and their gratifications need. In relation to the theory of the multiple functionalities of social networks, five different utilities were observed and studied by researchers. The first one refers to the “creation and exploitation of communities of users by means of social network”. As commented by Roberts and Candi (2014) on this occasion, leveraging social network sites can be possibly valuable for a number of reasons. The second category covers “social commerce”, a form of commerce facilitated by social networks in which a seller participates in social networks with a view to being connected with its potential customers (Wang & Zhang, 2012). The third stream is termed as “social recruitment”. This discusses the potential role of social networks as a recruitment tool to assist the human resource department (Doherty, 2010). This possibility is said to be less investigated yet promises to be instrumental in business organizations. The next component focuses on the management and prediction of users' behavioral pattern that helps business organizations plan most

suitable social networks marketing messages. The final classification is where social networks contribute at broad in different spheres of marketing including the creation of brand reputation, loyalty, and customer advocacy. It also possesses the potential to be included in the promotion and advertising mix (Mangold & Faulds, 2009) and as well as in Customer Relationship Management (CRM) (Heller Baird & Parasnis, 2011). The outcome of the above-mentioned applications of social networks is observed in both individual and the organizational level. Positive results are possible to achieve through connection, interactions, sharing of information and an overall participation using the platform of social networks.

Over the last ten years, social networks have taken the form of a huge public platform and have taken a big leap towards the advancement of virtual communication and information sharing. This new communication style happens using informal communication destinations. People with similar tastes communicate, share, and talk about thoughts in these virtual spots (Raacke & Bonds-Raacke, 2008). According to Kietzmann, Hermkens, McCarthy & Silvestre, (2011), social networks utilize portable and electronic advancements to make very interactive platforms by means of which people and groups share, co-create, discuss, and share client created content. In an extremely intriguing study, Asur and Huberman commented that social networks could be considered as a form of collective wisdom, contributing in creating knowledge even in form of prediction (Asur and Huberman, 2010). In their study, "Predicting the future with social networks", they argued that the conversation of a particular community can, in fact, be useful in quantitative prediction of outcomes. This often observed to have the potential of the public poll and census. Overall, social networks are internet-based applications and websites, which have been contributed to the landscape of communication, content creation, and content sharing. According to www.statista.com the current number of users is 2.34 billion and is predictable to grow exponentially. Social networks are used by people from diversified occupations with diversified motivations. It is imperative to understand their motivation, so going further there can be knowledge gathered on how to motivate people to use social networks for more intense and job-related issues.

2.2 Previous literature review on social networks and its various scopes

Today, social networks have taken the form of a multifunctional platform or facility, which has offered the opportunities of many other utilities other than the function of social interaction sites. These days' social networks have expanded and extended its utility in different spheres of both entertainment and practical activities. Social networks have the potential in contributing in many types of tasks such as educational activities, business and marketing, consultation and information sharing (Raja-Yusof, Norman, Abdul-Rahman and Mohd-Yusoff, 2016). This recent trend of multiple utilities of social networks have gained much attention and demands studies on its future implications in a broader perspective. The wide and a diversified scope of social networks have exhibited enough conviction that it can be used in more practical and the organizational contexts. In this phase, we shall discuss some of the major utilities of social networks in different context and organizations. This is a key motivation of the study that implies social networks can also be used at the organizational level for job purposes.

2.2.1 Social networks at organizations

From the above discussion, it is quite clear that today; social networks have crossed the boundary of the utility of entertainment and has proved to be useable with its multidimensional functionality. In the study of Teaching, Learning and Sharing: How today's higher education faculty use social networks, Moran, Seaman, and Tinti-Kane, (2011) Moran and other researchers have shown that 91% of their sample group of faculties were utilizing social networks for professional purposes. In addition, they also discovered 47% of organization employees were utilizing social networks for the similar purposes. In previous researches, it was also shown that there exists a big scope of utilizing social networks within organizations in multiple aspects. The research paper,

“Critical challenges associated with the adoption of social networks: A Delphi of a panel of Canadian human resources managers” narrated, social networks as reached 26% of the world population and 82% of the population in Canada is using it (Poba-Nzaou, Lemieux, Beaupré, and Uwizeyemungu, (2016). In a previous study paper, McKinsy (2011) mentioned, executive admits that social networks have much more to offer; it has

the potential to improve performance. They also urged further on social networks to explore the potential and challenges of social network's implementation in business organizations. In the study of Social Business, Kiron and Palmer (2012) indicated, social networks is being increasingly adopted within organizations. The paper, "The impact of firms' social networks initiatives on operational efficiency and innovativeness" they mentioned the example of Caterpillar who has adapted their own social networks platform to enhance collaboration and coordination across departments and extended to a dealer network. G. C. Kane mentioned, 87% of maturing companies are expanding social networks to render innovation while 60% have integrated social networks into their operations (Kane, Palmer, Phillips, Kiron, Buckley, 2014). In the extensive study on 281 firms for seven years, Hugo, Andy, and Edwin (2004) concluded social networks initiative facilitated and enhanced information flow and knowledge sharing across organizations, this fosters innovativeness and creates dynamic knowledge-based environment. They argued that social networks initiatives resulted in operational efficiencies and innovativeness and that was possible for the information-rich social networks that enhanced knowledge-based advantages (Lam, Yeung, and Cheng, 2016)

2.2.2 Social networks in Non-Government Organizations

Social networks have become a convenient and popular tool among nongovernmental organizations. In a previous study Raja, Norman and Rahman (2016) have argued Cyber-volunteering has become more aggressive with the access to social networks in the recent years. With the unprecedented access to the news over internet protocol and social networks, cyber-volunteering has gained a strong momentum. The term cyber-volunteering refers to any sort of activity offered freely to any NGO and executed remotely instead of being physically present in the site. This has ensured access and has given the opportunity to raise voice against different anomalies of the society against which the particular NGO is working as well. The spread of social networks has also helped these NGOs to reach a bigger pool of spectators, supporters, and volunteers. This opportunity has created a scope of utilizing social networks as a public pole a forum where it is easier to collect census and observe the attitude of people on a particular phenomenon. NGO have leveraged social networks to reach its desired audience. Many of the NGOs are seen

with a prominent presence in social networks, enlightening its audience about their recent activities, missions and more importantly, any current concerns. Social networks have given them a scope of not only sharing text-based content, these agencies can also share audio-visual contents to raise concerns and make people aware of many issues. In this context, animal trafficking, wildlife extinction and natural disasters from deforestations can be perfect examples. The social networking sites have allowed users to participate in various virtual communities and be an active member to share, communicate, publish, collaborate and interact with the members sharing the same belief and can even argue with an opposite perception. The virtual presence of the active volunteers often contributes to reducing operating costs of these NGOs and more importantly, this also gives them the scope of designing more creative and effective campaigns.

2.2.3 Social networks in Government Organizations

In this new age of social networks, the governments are also noticed to implement social networks use in many of its wings and organizations. They are seen to have adopted the technology of social networks as a tool to communicate and engage with the public and provide them with necessary services or service related information. Current research has concluded that this initiative of the government organizations in a mostly market driven and has been implemented in a trial and error basis and with a view to sharing knowledge. Governments have adopted social networks because not only it is popular among its citizens but also a number of governments and their agencies have been observed utilizing social networks to communicate and engage with the public. The government of different countries is trying to implement and use social networks at the organizational level. (Picazo-Vela, Fernandez-Haddad, and Luna-Reyes, 2016).

2.2.4 Social network in Business Organizations

The access to the internet has reached a big portion of the population across the globe over the years. The improvement in telecommunication and information technological infrastructure has allowed its users not only use these facilities but also participate and contribute with user-generated contents. As popularity of social networks have grown,

many studies emphasized on the fact that the platform of social networks could be utilized for disseminating information for the public interest, advertisement, awareness creation and much more. In their in-depth study of 1912 articles, Nascimento, and da Silveira (2016) commented that business organization could improve process, products, and services with the help of information collected from social networks. Creative consumers, collaborative students, information provider or concern citizens can create contents that are relevant to business organizations and can contribute to their improvement of processes. In a separate study, Roshan, Warren, and Carr (2016) found social networks instrumental in crisis communication to stakeholders. They also proposed that communication to stakeholders, in order to keep them aware and support them in crisis moments is effectively possible with the help of social networks. With four types of sense-making, they showed different perspectives of the usage of social networks in a business organization. In a separate study, Wang, Pauleen, and Zhang (2016) Wang, Zang and Pauleen concluded that communication performance is imperative to improve business performance. Social networks can contribute to this process and improve marketing, innovations and collaboration activities. Additionally, they also discovered five points of capabilities of social networks are robust interpreters of B2B communicational outcomes (Wang, Pauleen, and Zhang, 2016).

2.2.5 Social networks in Education Institutions

Social networks are the latest extension of communication technologies that have been accepted and adopted by the student by far and large. It is quite regularly observed that social networks students are utilizing social networks in educational communications, group assignments, and collaborations with faculties. In the study of “Findings on Facebook in Higher Education”, Roblyer, McDaniel, Webb, Herman, and Witty (2010) mentioned different previous studies that argued social networking sites are being used by faculties. In many educational institutions, Facebook is being used by the students spontaneously for collaborating with the other group members. Utilizing social networks groups, they can also contribute in a group assignment remotely. The faculties are also using blogs and social networks for communication, guiding and to collaborate with the

class. Large portions of educational institutions are also found utilizing social networks to promote different courses and even the institution itself.

2.3 Motivations for using media

Motivations for using any media refers to the reasons and aspirations an individual experience for using a particular medium such as Television, Radio, the Internet and even social networks. The motivations are the driving forces that trigger the use of a particular medium with a hope to obtain gratifications and satisfy needs. The research on studying the motivations of using any particular medium dates back to 1940 when the researchers found it important to understand the motivations of users for using a particular medium. The initial study of uses and gratification was first intended to examine the motivations of radio listeners. The uses and gratification research of Herta Herzog were quite fruitful in the context of television uses where soap opera viewers were studied.

She was also the first to coin the term ‘Gratification’. Researcher Abraham Maslow, in the year of 1970 Fadiman and McReynolds (1970), argued that the theory of uses and gratification was an extension of his theory of Need Hierarchy. Wilbur Schramm afterward, designed a formula that helped to determine the level of gratification an individual could anticipate on the return of the effort he had to give to use a particular medium. In the year of 1972, Dennis McQuil and Jay Blumler propose the theory of uses and gratifications where they determined four major motivations that trigger the use of any particular medium. These motivations were diversions, personal relationship, personal identity, and surveillance. The Uses and Gratification Approach accepts that individuals determine the decision of using a specific medium on the fulfillment of necessities (Katz, Blumler & Gurevitch, 1973). The categories Katz, Gurevitch and Haas suggested are Cognitive needs, Affective needs, Personal Integrative needs, Social Integrative needs, and Tension Release needs; these are the mediating factors behind choosing a particular medium. On the other hand, McQuail (1972) proposed a different set of categories of motivations. Among several scholars, Dennis McQuail had sought to create a more complex study of press theories especially in terms of their explanation on ideas to operate with a specific system of social values. The classification of the motivation behind using a particular medium derived from this theory. The classifications are Information,

Personal Identity, Entertainment, Integration and Social Interaction. This approach contrasts from other theories in which it accepts groups of users as dynamic media clients instead of latent users of data. As opposed to traditional media, which concentrate on "what media do to individuals" and accept groups of users are similar, utilization and satisfaction method is inclined towards "what individuals do with media" (Katz, 1959). This theory acknowledged the personal needs of the audiences to use a particular medium and to respond to it. These choices and responses differ widely which is determined by the social and psychological background of the audiences. This approach focuses the choice of the audiences by studying their motivations for using a particular medium over others, and different gratifications obtained from that media which is influenced by the social and psychological needs of that individual (Severin & Tankard, 1997). As a more extensive perspective among communication, researches looks into, it gives a structure to comprehension the procedures by which media members look for data or contents specifically, equivalent to their requirements and interests (Katz et al. 1974). "Group of individuals then consolidate the content to satisfy their necessities or to fulfill their interests" (Lowery and Nabila, 1983).

Despite being an old hypothesis, the Uses, and Gratification approach is instrumental in studying the motivations of utilizing modern media, even social networks. In the same approach, Joinson in the year of 2008, seven uses and gratifications classification. These classification consisted social connection, shared identity, content, social investigation, social network surfing and status updating (Joinson, 2008). In another study, Raacke and Bonds (2008) used this approach to study the motivations for not utilizing social networks. According to Park, Kee, and Valenzuela (2009), quite a many types of research have exhibited "socializing, entertainment, self-status seeking and information" as most prominent gratifications a user expects from social networks.

Despite its widespread popularity in different studies, the Uses and Gratification has considerable criticism against it. It is often remarked that this theory was particularly developed for "Traditional Media" such as print media (Newspaper) and Television. On the other hand, the contemporary internet-operated social networks are substantially different from the aforementioned media making this theory inappropriate to some extent.

In addition, a theoretically founded grouping is absent in this approach which allows the researchers to use their own classifications. It is additionally remarked that, since it is difficult to monitor expression patterns through observation, uses and gratification depends intensely on self-reports (Katz, 1987). Self-reports, nevertheless, depend on individual memory, which can be risky (Nagel et al., 2004). In that capacity, the respondents may erroneously review how they carry on in media utilize and in this way, distortions may happen in the study. However, in a counter argument, it is said that this theory is comparatively unambiguous and has established a clear line of parity among all the classifications it has used. As remarked by Daniël G. Muntinga, Marjolein Moorman and Edith G. Smit in their research, “Introducing COBRAs -Exploring motivations for brand-related social networks use”, “This classification of why people attend to media has been refined, updated and revised many times. Today, the most cited and widely recognized U&G categorization is that of McQuail et al. (1972) (Bosnian and den Hollander, 1994). In that research, it has also been mentioned that the categories cover several second-order motivations. Such as, Entertainment covers motivations as enjoyment and relaxation (Bosnian and den Hollander, 1994). McQuail’s (1983) four-category classification of motivations for general media use has been found relevant and applicable to modern-day media use, including the internet (e.g. Bronner & Neijens 2006; Calder & Malthouse 2008; Calder et al. 2009; Malthouse & Calder 2010). Therefore, even though it lacks a particular set of categories, the classifications proposed by researchers from different research seem to have uniformity. The classification of McQuail (1972) covers most of the other studies hence this classification will be considered for the study. This classification will be tested on a survey sample group who work in business organizations to observe the motivation behind utilizing social networks for job purposes. The target of the thesis is to understand whether the usage of social networks in organizations is driven by the same set of motivations.

The classifications that will be applied in this study are information, social interaction, entertainment, and personal identity. However, since the usage of social networks in this study is strictly related to the organizational work, the motivation “entertainment” was discarded from the list. The logical explanation behind this step is, entertainment cannot

be a motivation for utilizing social networks since it is being used in a more practical and serious context.

We will have a brief discussion on each of these motivations; their definition in general and in the setting of the thesis, and how the motivations will be measured by different items in the survey.

2.3.1 Information

Information is one of the key motivations of the uses and gratification theory of McQuil. The motivation Information refers to all the needs an individual might have regarding information. This includes searching for information, obtaining information, preserving information and sharing information. In the study, information sharing is demarcated as sharing of all work-related information and experiences within the organization. In this occasion, the exchange of information involves sharing information, which are directly related to the job purposes responsibility, the organization itself and its business. The motivation information belongs to the cognitive need of a user, which involves acquiring information and knowledge. In the context of social networks, the motivation information is slightly different from other conventional media. In this platform, information is not only streamed from the genuine editor or provider, but also from the individuals, those used them and shared their experience. The networking devices to encourage learning and sharing extensively all through an organization is developing (Kane, Majchrzak & Ives, 2010; Treem & Leonardi, 2012). As the technology advances in information and communications, it creates a wider scope to enhance sharing of information. This is equally true for a commercial institution and its staffs working in it. However, sharing information especially job-related information is subject to quite a many intrinsic and extrinsic factors or controlled variables in this context. The behavior of sharing information depends on an individual, his perception and attitude, the organization he working and his co-workers (Constant, Kiesler, and Sproull, 1994). On the other hand, the introduction of social networks has offered a brilliant platform to interact and exchange information to its users. Professionals are not found utilizing social networks within organizations as well. Therefore, the study focuses on

the motivations these professionals are driven by, to use social networks at work. Kalpan and Haenlein (2010) commented social networks are all about user-generated contents and by creating contents and posting them is a spontaneous form of sharing knowledge and information. Since, both the usage of social networks and sharing information is subject to individual characteristics and attitude; they were incorporated and studied. Information sharing concerns the willingness of people in an organization to share with others the learning they have gained or created (Gibbert and Krause 2002). Szulanski (1996) recommends these motivations stream from one of two bases: (1) workers' personal beliefs and (2) institutional structures, i.e., values, standards and acknowledged practices, which are instrumental in molding people's conviction structures (DeLong and Fahey 2000). Both the usage of social networks and information sharing is also heavily influenced by the environment. In the context of utilizing social networks for job purposes, the organizational culture and organization structure, hence, play a vital role. In a study by Hooff and Huysman (2009), they confirmed that three infrastructures of an organization can create an environment where sharing is practiced and encouraged. These three infrastructures are The organizational Culture, The organizational Structure and IT Infrastructure. According to them, the organizational culture plays a vital role in nurturing the practice of information sharing. However, the study limits within the personal mediating factors in order to gain a clearer view on what psychological and personal factors influence an individual to make job-related utilization of social networks. The discussion encompasses the relation between the motivating factors and the personal characteristics, which mediate the usage of social networks for job purposes. The reason, information is a strong motivation in the uses and gratification theory in the context of social networks is, information can be sought and obtained from a large pool of primary and secondary sources in a short time. In order to have a deeper understanding whether professionals use social networks for information at work, the motivation was examined by four items.

2.3.2 Social Interaction

Another important motivation in uses and gratification theory is the motivation of social interaction. In its inception, the mainstream social networks appeared as a tool for

maintaining social interaction. The unique proposition was to surpass the geographical distance and maintain relationships with a large number of users. This gave users the opportunity to maintain connection and enhance interaction. This motivates users to maintain a social networks account since it is an excellent tool to maintain contacts. The motivation covers all the benefits that derive from establishing and maintaining other users such as social and peer support, friendship, and intimacy. From a different perspective, social networks also possess the potential of information and knowledge exchange by creating a new scope of interaction. The notion of learning is used widely, yet is often quite difficult to define. According to Oxford Dictionary, Learning is the acquisition of knowledge or skills through study, experience, or being taught. Learning can be conscious and subconscious, incidental and unnoticed. Hence, defining how an individual learns can be quite difficult and insubstantial. Nevertheless, learning is not primarily as an individual task; it is primarily as an activity involving interactions with other (Eraut, Aldertone, Cole & Senker, 1998) and in the process exchange information. Hence, learning is both individualistic and collaborative and interaction is the process of sharing information, which enhances collective learning. Therefore, organizations learn from individuals (Argyris 1992), and the individuals learn collectively by interaction.

Interaction is the process, which transfers information from one to another. Information needs proper channels to transfer in order to ensure a sustainable growth in learning. Apart from sharing information, the facility of preserving shared information opens a new possibility in communicational channels. This high utility feature is offered by progressive channels as social networks. This feature not only assists the exchange of information but also make it accessible to others. In the study, the motivation of social interaction was tested against four items to understand if users use social networks within the organizational level to establish and maintain social interaction with their colleagues, clients and other stakeholders related to his job or organization

2.3.3 Personal Identity

The motivation of personal identity of uses and gratification includes the values a participant derives from gaining acceptance to a particular group, approval from the

associates of a group and enhancement of one's social status in the public (Goffman, 2006). This typically refers to an individual's belongingness to a group. In his study,

"The appeal of User Generated Media" G. Shao (2009) commented, 40% of the American consumers are creating their own contents. Additionally, he mentioned, that it is likely, users create own contents which are a spontaneous activity. What motivates people to create own content is the intention to entertain others and trigger others' responses and participation. This is a reflection of individual's self-expression and self-actualization. Self-expression covers one's identity and individuality. It is assumed that people want to express themselves to other to let them know him (Goffman, 2006). In a different study, J. R. Dominick believed self-expression could be an attempt to control the impression to others; this can also be termed as self-impression management (Dominick, 1999). The usage of social networks gives them this opportunity to fulfill these needs. In the background of the thesis, this refers to the cluster of users who are utilizing social networks for job purposes. In order to examine the significance of this motivation, it was studied against three items.

2.4 Personal characteristics and Attitude

Motivation in choosing a particular medium can be both internal and external. Apart from the motivating factors mentioned above, the personal characteristics of an individual play decisive role in mediating behavior, on this occasion, the usage of social networks at work. The personal characteristics considered in this study mediating the usage of social networks for job purposes are age, gender, and attitude.

It is presumed that age might determine the different extent of intentions and motivations in using social networks for job purposes. An organization may have employees belonging to different age groups. Prior studies on motivations for using any medium show, age influences the behavior, actions, and motivations for using it. It is practically possible since different age groups are likely to expect different gratifications to different extents. Similarly, gender can also be a controlled variable behind the different level of interest in utilizing social networks for job purposes as many studies have

shown. Males and females are often found to have distinct choices and motivations in terms of using various media.

2.4.1 Age

There have been quite a few studies that show age correlates negatively with the extent of acceptance of new technology. For instance, Moris and Venkatesh (2000) in their study of “Gender and age differences in employee decisions about new technology: an extension to the theory of planned behavior” showed that age plays a vital role in the acceptance and adaptation of new technologies and use them regularly. The reason is quite understandable, the immigrants in new technology have less experience in using them and at the same time due to their age, they have lost the inquisitiveness more or less. Therefore, by the time they are exposed to new technology; Internet and social networks, for instance, it does not pose to be a very important part of their lives hence they are likely to take as much interest in those or to use it every once in a while. The young generation, however, has been using these technologies and facilities right from the beginning of their lives, it became an integral part of their lifestyle and their inquisitive minds drive them to extract the most out of these facilities. In their study, Hinsley and Correa concluded that using the notion of digital natives and digital immigrants, many digital immigrants consider each change in technology is something new to be acquainted with (Correa, Hinsley and De Zuniga, 2010). Marc Prensky in his study, “Digital Natives, Digital Immigrants” separated the online users into two classes as

Digital Natives and Digital Immigrants (Günther, 2007) where he argued, the Digital Immigrants speaks the outdated pre-digital age language and they are struggling to teach a population that speaks completely different languages. Apart from these, Moris and Venkatesh also discovered a strong relationship between age and difficulty in adopting technology. Other studies show, seniors are less efficient in handling new technologies as the internet and social networks and therefore experiences more technological i.e. internet anxiety. This result was discovered in the studies conducted by both Czaja, (2006) and Laguna and Babcock (1997). The study of Chung, (2010) demonstrated older adults are less efficient in terms of using the internet and related applications of that. They are also

less confident in the use of the online application and have a less positive attitude towards the utility and quality of the online communities (Chung, 2010).

2.4.2 Gender

In a previous study by Valerie Barker (Barker, 2009) he commented that until date there has been no significant difference identified in the usage between genders. However, they also mentioned, despite that, the form of use is different. While teen boys were found more inclined towards entertainment teen girls were found more interested in relation aspects of social networks. They also found females scored high in maintaining relations while the males were found more interested in connecting with more friends. On a separate research A.Kagura and Stavrianea added that gender differences were noticed in the use in general and online travel information search in particular (Kavoura and Stavrianea, 2015). Women were found comparatively more open to communication as opposed to men. In the research of Correa, Hinsley and De Zuniga, (2010), the authors argued, gender contrasts in early investigations of the Internet were likewise clear – introversion and neuroticism were higher among ladies who use the Internet for its social services, for example, online chats and discussion groups (Hamburger & Ben-Artzi,

2000). The result of their study, “The relationship between extraversion and neuroticism and the different uses of the Internet. Computers in Human Behavior” revealed that extroverted individuals, both male and female, are more frequent users of social networks tools while only men with higher extent of emotional instability were more regular users. However, there has been more studies that declare not to find any significant differences between genders in terms of internet usage. Nevertheless, significant differences were observed in their incentives for usage and time spent (Muscanell & Guadagno, 2012). The research paper shows that men are more interested in making new relationships while women use social networks to maintain existing relationships. In a separate survey in America, it was revealed that men use internet act more often and more intensively than that of women and men possess a higher level of interest towards new technologies. On the contrast, women are also more inclined towards face-to-face communication and their usage of social networks is in strengthening the association with others.

2.4.3 Attitude

In the paper of “Gender and Age differences in employees decision about new technology”, (Morris, Venkatesh & Ackermann, 2005) defined attitude as the extent to what a person possesses an optimistic or undesirable evaluation or appraisal of a specific action or behavior. There have been various studies, which predicts human behavior. In their study (Petty, Priester, and Brinol, 2002) of Mass Media Attitude Change, RE Petty and the team commented that contemporary social psychologist who is studying media influence have always focused on the concept of attitude or people’s general predisposition to evaluate any issue. They argued that the construct attitude has established its position in researches on social influences. An individual’s attitude, whether implicit or explicit, is an important mediating variable between exposure to new information and behavioral change. Another study of Martin Fishbein and Icek Ajzen is the theory of Reasoned Action and Planned Behavior. Fishbein and Ajzen (2011) concluded that individual’s behavior is determined by the intention and it is influenced by actual control. The intention that produces the actual behavior is “determined by attitude and perceived norm”. The theory of Reasoned Action by Fishbein and in the theory of Planned Behavior by Ajzen shows that a positive disposition towards a favorable action or behavior influences performing that very action or behavior. The hypothesis of contemplated activity sets that behavioral goals, which are the prompt predecessors to behave, will trigger particular result (Madden, Ellen, Ajzen, 1992). In the study, we have considered attitude as a mediating factor, which may influence the usage of social networks for job purposes.

2.5 Social networks in Information Literacy, Meta Literacy and Media Literacy

Jacobson and Mackey in their paper, “Reframing Information Literacy as a Meta-Literacy” mentioned that in 1989, American Library Association (ALA) issued the presidential committee on information literacy: Final Report defined information literacy as knowing, identifying, finding, evaluating, organizing and using information. However, this definition of information literacy did not address the pervasive online environments, which includes Web 2.0, social-interactive-media and collaborative

communities. According to Jacobson and Mackey, the notion of Meta-Literacy is targeted as a comprehensive model for Information Literacy to progress critical thought process and reflection in social networks, open learning settings, and online communities. In this new age of information and communication technology, the conventional definition of information literacy is challenged and is required to include the interactive production and sharing of digital materials (Jacobson and Mackey, 2013). Meta literacy allows the scope of information literacy to expand beyond a set of discrete skills and requires reconsidering information literacy as active knowledge production and dissemination in collaborative online communities (Jacobson and Mackey, 2013).

The advanced definition of Meta literacy has expanded and produced the idea of several other forms of literacy in order to observe and address the progresses in the landscape of information management. Media literacy is one of such emerging new concepts that complies with the definition of information literacy but focuses more on participation; to use information is such a way that others can use it. This aspect of information literacy has not been fully developed for interactive social environments. Hence, the importance and focus of the concept of media literacy elevated. Without adequate media literacy, an individual is less likely to develop a positive attitude towards a particular media. Therefore, media literacy is necessary for utilizing social networks. Over the years in the improvement of information and communication technology, the term “media” has shifted from its conventional definition. In the earlier days, media was referred as newspaper, television, radio and so forth. Today “media” includes internet, smartphone applications and social networking sites. Over the years, the landscape of media has changed and the audience have been empowered with user-generated contents through which they can create their own contents and share it with the others. However, the paradigm shift in this concept of media has not yet reflected in the way individuals are educated about media (Wenner, 2016). According to the Center of Media *“Media Literacy is a 21st century approach to education. It provides a framework to access, analyze, evaluate, create and participate with messages in a variety of forms — from print to video to the Internet. Media literacy builds an understanding of the role of*

media in society as well as essential skills of inquiry and self-expression necessary for citizens of a democracy.”

Due to the rise of usage of social networks and other digital interactive tools, interest and importance of media literacy has expanded. Media literacy has empowered the users to create contents with images, videos, language and effects. In an organization, the level of media literacy of the employees determine their interest and extent of adopting a new media or technology such as social networks.

2.6 Societal Relevance of the thesis

After the emergence of Web 2.0 in the world of Internet, social networks have taken the form of something much larger and wider than that of an ordinary blogging and communicational platform. While Web 2.0 consists to the ideological and technological establishment, User Generated Content (UGC) can be seen as the whole of all routes in which individuals make utilization of social networks (Kaplan, & Haenlein, 2010). This has emerged as a daily tool for social interaction and has given real-time communication a different charm and essence. Social networks have surpassed the boundaries of geography and enabled interaction among users spontaneously irrespective of their locations. Although the successive generations after the Baby Boomers (The baby boom began in 1946 and continued through 1964- Roof, 2001) are the citizens of this trend of social networks, it is also experiencing immigrants from senior generations who are equally enthusiastic about social networks. The transcendent social networks clients are young adults; seventy-five percent of grown-up Internet clients under age 25 have a profile on social networking site (Lenhart, 2009). The popularity of these sites is drawing in more clients that are grown-up. In 2005, just 8% of grown-up Internet clients had an online profile; today, that number has quadrupled to 35% (Lenhart, 2009). Therefore, it can be asserted that the world is changing in terms of internet communication and the usage of social networks have become widespread. This has led to a diversified usage of social networks, which also includes the possibility of using it within the organizational level. This research will try to discover the motivations that drive employees to use social networks for job purposes and their attitude towards this idea. This may have a pivotal

benefit for an organization. Understanding the motivation of the employees, it can design the information sharing strategy within the organization; moreover, it can also assess the extent of information sharing and determine strategies to develop as a learning organization. Alongside, the study also broadens the path to further assess the motivational and attitudinal pattern of the employees and examine its relationship with their respective generation. This will allow the organization to have a clear insight about the relation between generation and information sharing behavior, which would help them mechanize collaborative information sharing and learning sessions. Both from societal and business perspectives, in-depth understanding of the motivations for utilizing social networks have become essential. The society and the means of its internal communications are changing; the organizational context and culture will have to accommodate them and modify accordingly.

2.7 Scientific Relevance of the thesis

There have been numbers of separate and focused research on the concepts and notions of Information searching, Information Sharing, The organizational learning and Employees' motivations behind Information sharing. Studies have been separately conducted on Web 2.0 and social networks, too. However, there have been comparatively fewer attempts to examine the motivations behind utilizing social networks within the organizational level for job purposes. Therefore, observing the motivations behind utilizing social networks for job purposes can be interesting and insightful.

This study bridges the gap within the literature that studied motivations behind social networks and the organizational information sharing separately and provides a comprehensive picture of motivations that influence information sharing within organizations through social networks. Moreover, it incorporates the other underlying factors that affect the extent of information sharing behavior through social networks. Going beyond commitment, sentiments and tools, the study measured the extent of the motivations, mediating personal characteristics, and attitude that triggers the usage of social networks within the organizational level, to find the possibilities of using it as an information-sharing tool.

2.8 Professionals' Motivational Model

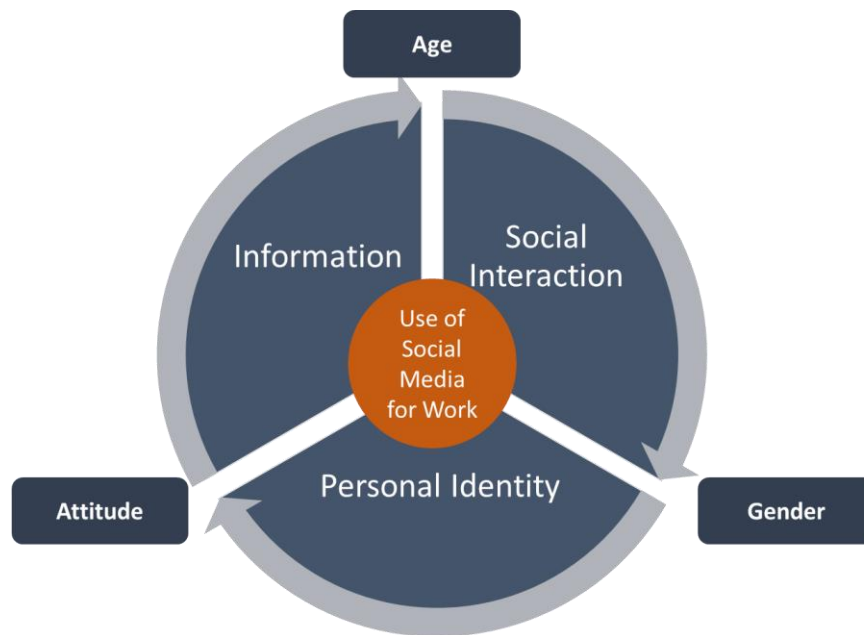
Based on the previous studies and literature reviews a conceptual model has been designed which summarizes the previously discussed motivational aspects that affect the utilization of social network for job purposes. It also reveals the mediating factors that influence the level of each motivation that drives an individual. However, the study excludes the organizational culture and the organizational structure and limits within the motivational and mediating factors that influence the employees' behaviors directly

(Figure: 1). This model will be tested with the help of a survey questionnaire to examine the above-mentioned hypotheses and observe if they produce the same result as assumed.

The basic idea of testing this model is to discover the motivations of the employees that drives or might drive them to use social networks for job purposes. The assessments of these hypotheses discourse in the next phase.

The diagram represents the demographical, personal and attitudinal factors that influence the motivations for utilizing social networks within organizations. The subsequent phases will elaborate the methods that will be applied to test this model and the above-mentioned hypotheses.

Figure 1: Professionals’ Motivational Model for utilizing social networks for job purposes



2.9 Hypothesis of the study

Based on these classifications the following hypotheses are constructed:

H1: Information works as a motivation for the usage of social networks for job purposes

This hypothesis will test whether the employees utilize social networks at their respective organizations for searching information, obtaining information, preserving information and sharing information that are related to his work. The items measuring the motivation “Information” has been include from the research of Papacharassi and Rubin (2000) and Ku, Chu and Tseng (2013).

H2: Social Interaction works as a motivation for the usage of social networks for job purposes

The hypothesis will test whether the employees use social networks at their respective organizations for maintaining and enhancing social relationships and contacts with

clients, customers and colleagues. The items that will measure the motivation “Social Interaction” was incorporated from the study of Park, Kee & Valenzuela (2009)

H3: Personal Identity works as a motivation for the usage of social networks for job purposes.

This hypothesis will test whether the employees use social networks at their respective organizations for experiencing peer pressure, to experience belongingness and contribute as a part of a group. Personal identity refers to self-exhibition in a social gathering in order to stand apart for one’s uniqueness. The items that will measure the motivation “Personal Identity” has been included from the study of Park, Kee & Valenzuela (2009).

3 CHAPTER III: METHODOLOGY

3.1 Research Methodology

In general, there can be three types of research methodology that can be determined by their, application, objective and information sought. From the point of “Information Sought”, research methodology can be Quantitative or Qualitative (Sukamolson, 2010). In order to examine the motivation for utilizing social networks and the level of influence of the mediating factors, a quantitative analysis methodology was designed. In order to justify the methods, sample and data collection procedures were selected; we will first discuss their definitions and previous literature to motivate their use.

3.1.1 Quantitative vs Qualitative research

In order to study any particular phenomena there can be several means of collecting primary and secondary data. Usually in an empirical study, the research is conducted with primary data. As defined by Wikipedia, in studies of Natural and Social Science, quantitative research is the empirical investigation of observable phenomena with the help of statistical and mathematical computing techniques. The objective of implementing quantitative study is to develop mathematical models, hypotheses and/or theory. It can be referred as a mathematical expression of empirical observations. On the other hand, qualitative research is the broader investigation of a given phenomenon where data are not numerical and involves variables that might be difficult to express in mathematical terms. According to Babbie (2010), McNabb (2008) and Singh (2007) in their previous study, quantitative studies have quite a few points of advantages and strengths that often makes this research methodology a preferable one. The authors mentioned the quantitative study:

- Allows broader generalization of the outcome
- Promises more accurate results

- The application of established standards makes it replicable and comparable
- Personal bias can be avoided
- More structured and standardized; easily executable

In his study of “Fundamentals of quantitative studies”, Sukamolson mentioned a few contexts when quantitative studies are most suitable: (Sukamolson, 2010)

- When the study seeks a numerical answer
- For higher numerical accuracy
- When conducting audience segmentations
- In studying opinions, behaviors and attitudes
- When explaining a phenomenon and its influencing factors
- When testing hypotheses

Considering the advantages and contexts mentioned above, quantitative research was preferred in this thesis. Since the thesis study the phenomena of utilizing social networks at the organizational level in relation with motivations and mediating factors, a quantitative study was considered as the most suitable one. The information that was sought in the study had to be collected, analyzed and expressed mathematically as well. This was also a reason for selecting quantitative research.

3.1.2 Sample respondent group for quantitative study

By the definition of www.socialresearchmethods.net, “Sampling is the process of selecting a representative portion of the population of focus”. The objective of selecting a sample is to have a representative group of the population so the study could be sizeable and at the same time generalizable. According to, Center for Innovation in Research and Teaching (CIRT), sampling method can be mainly of two types, Probability sampling and

Non-Probability sampling. The major difference between these two types is the presence of random selection in the procedures.

Probability Sampling: This sampling method to select sample group of respondents in study selects its respondents randomly. The objective of such sampling is to allow every subject in a population equal chance. The different variations of probability sampling are; Random sampling, Satisfied sampling, Systematic sampling, Cluster Random sampling and Multi-stage Random sampling (cirt.gcu.edu)

Non-Probability Sampling: This sampling method to select sample group of respondents in study do not maintain randomization techniques. This technique is usually followed in populations where randomization is not possible or preferred. Different types of non-probability samplings are; Convenience sampling, Purposive sampling, Modal instance sampling, Expert sampling, Snowball sampling and so forth (cirt.gcu.edu).

The interest of the thesis is to examine the motivations that drive professionals to use social networks at work. Hence, the sample group collected from the target population consisted individuals working in different enterprises. Due to the shortage of resources and physical presence, the respondents were chosen by convenience sampling. In order to have a deeper understanding, a sample size of hundred respondents would be more appropriate; however, due to the limitation of resources, the sample size was limited to fifty respondents with similar profiles. The respondents of the sample group were from Bangladesh working in various business organizations. The respondents were selected from diversified industries, organizations, and positions. The sample group consisted both male and female employees at an equal proportion. The average age of the sample group was thirty-five ranging twenty to over forty-five. The educational qualification of the respondents was university degree in the majority while few had master's degree as well. The respective positions of the respondents were also a diversified ranging from entry level to top level. The respondent group was experienced in the social networks since they all were reportedly current users and they use the social networks in jobs as well.

3.1.3 Data collection methodology

In this thesis, the analysis was conducted with primary data collected through structured questionnaire survey directly from the respondents of the sample group. According to Joop Hox, there are multiple types of primary data collection methodologies; mainly they are segmented as Experiments and Quasi-Experiments. He also mentioned that Survey is also an effective data collection method. Survey is said to be an appropriate data collection method since it involves collecting a large amount of data from a representative sample (Hox and Boeije, 2005). He also argued that there exists another classification in data collection techniques, which are solicited data collection and spontaneous data collection. While in spontaneous data collection, researchers use stimulus and use observations and other techniques to collect data, in solicited data collection, the researcher explicitly asks the target population or sample group to answer questions to collect primary data. The advantage of solicited data collection is the researcher can design the data collection tool optimally that can work efficiently to answer the research question. In a quantitative study, solicited primary data can be collected through Experiments, Interview Survey, Mail Survey and Structured Diary (Hox and Boeije, 2005). In this thesis, a Mail Questionnaire survey was applied to collect primary data from the respondent group. A questionnaire survey can be of three different types, which are, Structured, Semi-Structured, and Unstructured. In a structured questionnaire, the survey questions are close-ended, usually multiple choices or Likert scale. On the other hand, unstructured questionnaire, the questions are open-ended and the respondents are allowed to answer without any boundary. A semi-structured survey questionnaire is a mix of both structured and unstructured questionnaires.

The method of collecting first-hand data in this study was a structured survey questionnaire. The questionnaire had 25 questions. The questionnaire was divided into multiple parts. Apart from the Demographic Data Section, the remaining sections were separated according to the hypotheses that have been developed after each phase of discussion.

The demographic part included multiple choice and open-ended questions. The rest of the questionnaire used 5-point Likert scale in testing the hypotheses. To define each point of the scale, values as, Strongly Disagree, Tend to Disagree, Neither Agree/Disagree, Tend to Disagree and Strongly Agree has been used.

The data collection procedure was executed online. The questionnaire was reconstructed with the help of the Google Forms. The respondents we informed in advance about the survey, however, the topic and the objective of the survey was not revealed earlier. We received 100% complete responses.

The objective of the Online Questionnaire Survey is to test the conceptual model that includes all the motivational and mediating factors that influence the usage of social networks at work. Each of the factors of the model is backed by a hypothesis and the survey questionnaire has been designed in the manner so it answers the presumed hypotheses and demonstrate if they are correct.

Before initiating the actual survey, a pilot survey was conducted among the Master's Degree students of Information and Knowledge Management from Åbo Akademi University. This was administered to observe the feasibility of the questionnaire and if it has the potential to reveal the actual insight.

The respondents who participated in the survey completed the questionnaire online. The sample group of respondent was pre-contacted about the survey, however, the topic of the survey was undisclosed. Fifty employees were directed to this survey questionnaire along with a brief of the aim of the thesis and all necessary instructions to complete the questionnaire. The sample group was given a deadline of seven days to fill-up the questionnaire and additional reminders were communicated on the third and fifth day of those seven days.

3.2 Pilot Survey

In order to be certain about the clarity and user friendliness of the survey questionnaire, a pilot survey was conducted. The objective of this pilot survey is to test if the questionnaire is too long, whether it would generate maximum responses, are all the

questions clear and unambiguous and if there exist any shortcomings, which may not lead to portray a fabricated picture. In this Pilot Survey, seven Master's Degree students of Information and Knowledge Management participated and completed the survey questionnaire. The participants along with the thesis supervisor had an in depth discussion about the positive and the negatives of the questionnaire. This evaluation covered every element of the questionnaire including paragraphs, sentences, wording and so forth. In case of any ambiguity, possible suggestions were also asked. Based on the discussion with the participants, the questionnaire was adjusted and finalized.

4 CHAPTER IV: RESULTS

The result of the questionnaire survey will be reported in this chapter. In the first phase, the demographic and other attributes of the participants of the survey will be described. In the following phase, the reliability of the hypotheses are elaborated and finally the result of each hypothesis is discussed. According to the results, the Knowledge Sharing Model is modified and finalized.

4.1 Distribution of Sample Respondent Group

The total number of respondents was 50. The respondents, as mentioned earlier, were Bangladeshi by nationality. The survey was completed by all the participants coming from diversified types of business organizations. The respondent group consisted 29 male and 21 female participants. Table 1 shows the gender distribution of the sample group. The actual ratio of male was 58% and female 42%.

Table 1: Distribution of participants according to gender

Gender	Number	Percentage
Male	29	58%
Female	21	42%
Total	50	

The age of the group 18 to 33 consisted 22 members (44%) of the sample group, the adult group from 34 to 48 was again 19 respondents (38%) and the senior most cluster over 49 years consisted nine participants (18%). Out of the 50 participants, 20 held a Master's Degree while the rest had completed under-graduation. The most common degree among the participants was Bachelors in Business Organization. Followed by Master's in Business Organization.

4.1.1 Experience and frequency of usage of social networks at work

The respondents who participates were considerably experienced in social networks. 70% of the respondents had quite good knowledge about the usage of social networks while the rest rated themselves as very experienced. In answer to the question of frequency of

usage of social networks was also high. The average frequency of use was “Few time a day” and the entire response ranged from ‘Logged in and active whole day’ to ‘Once a day’.

Table 2: Mean and Standard deviation: Level of experience and frequency in social networks for job purposes

Usage of social networks	Mean	Standard Deviation
Experience of Users	3.53	1.24
Frequency of use	4.12	1.56

N.B:

Experience in social networks is measured using a 5-point scale

1; very inexperienced 2; inexperienced 3; neutral 4; experienced; 5 very experienced

Frequency of the usage of social networks is measured using a 5-point scale

1. Logged and active whole day 2. Quite a few times a day 3. Few times a day 4. Once a day 5. A few times a week

The survey shows all the respondents recruited use social networks for job purposes. In this thesis research, we had pre-selected three most prominent social networks, which were Facebook, Twitter and LinkedIn. Among the respondents, Facebook was most popular used by all the participants. On the other hand, Twitter was used by only 22 participants and LinkedIn by 33 participants. However, we have users who have multiple accounts among these three social networks and more.

4.2 Reliability of constructs

In this phase, we will examine the construct that were measured by the questionnaire. To examine this reliability Cronbach’s Alpha. This measures the internal consistency of the items that forms a construct. If the Cronbach’s Alpha is greater than 0.7 it indicates that the construct is reliable and the items forming that construct have a coherent internal consistency. In Table 4, the Cronbach’s Alpha has been displayed according to the constructs.

Table 3: Reliability of the constructs: Cronbach' Alpha

Construct	Cronbach's Alpha	Number of items
Attitude	0.79	6
Motivations		
Information	0.89	4
Social Interaction	0.85	4
Personal Identity	0.86	3

Table 4 displays the Cronbach's Alpha of each of the constructs of the study along with their number of items. These constructs can be considered reliable and the items of the respective constructs will be taken to the next phase of analysis.

4.3 Analysis of Hypotheses

Altogether, there were three hypotheses constructed in the thesis. The hypotheses were constructed to test the motivations from the Uses and Gratification theory of Denis McQuil. Controlled variables as personal characteristics and attitude were constructed to test their influence on the connection between the motivations and the actual usage of social networks for job purposes.

In the analysis of the hypothesis, we will first analyze the motivations and on the second phase, we will analyze the personal characteristics and attitude and finally their influence on the motivations.

To begin with the analysis of the three motivations, an exploratory factor analysis was run. By the help of this factor analysis, the items associated with these three motivations were measured. The objective to run this analysis to be certain whether these items hold

the motivations. Total 11 items were divided in three motivational factors. Table 4 shows the result of the factor enquiry run for the items under each of the factors. The three factors were Information, Social Interaction, and finally Personal Identity.

Table 4: Factor Analysis of each Motivations

Item	Factor 1: Information	Factor 2: Social Interaction	Factor 3:Personal Identity
I use Social Network to search information	0.867		
I use Social Network to obtain free information	0.972		
I use Social Network to stay up-to-date	0.818		
I use Social Network to share information	0.738		
I use Social Network to gain peer support		0.785	
I use Social Network to meet new people/client		0.962	
I use Social Network to keep contact with colleagues and clients		0.962	
I use Social Network to maintain official relationships		0.752	
I use Social Network because I feel peer pressure			0.971
I use Social Network to feel belonging in a group			0.971
I use Social Network to express myself			0.826
Sub Total	3.395	3.461	2.768

The factor analysis displays the 14 items, which can be clustered in three major factors. Factor 1 consists items measuring the extent of the motivation Information such as searching information, obtaining information and sharing information. Factor 2 measured the items that are related with Social Interaction such as keeping contact, maintaining relationship, building new contacts and so forth. The final factor held items regarding personal identity such as belonging in a group and expressing one self. Since the factor analysis displays agreement substantially with the literature, the three motivations will be retained.

Table five below displays Mean, Standard Deviation and Inter Item Correlations among the motivations. The matrix below shows significant correlation among the constructs. The correlation ranges from 0.379 to 0.790.

Table 5: Mean, Standard deviation and Inter Item Correlation within the motivations

Constructs	M	SD	I	SI	PI
Information (I)	15.2	1.959	1.000		
Social interaction (SI)	14.32	1.659	0.482**	1.000	
Personal Identity (PI)	10.12	1.859	0.610**	0.980**	1.000**

** . Significant correlations $p < 0.01$.

In the next phase, we will discuss the key findings from the data analysis. To begin with the results obtained we will discuss the influence of the motivations for utilizing social networks for job purposes and try to identify the strongest motivation among the three.

4.3.1 Motivations for utilizing social networks for job purposes

In order to examine the influence of the motivations on the actual usage of social networks for job purposes a regression analysis was run. The result displayed 41.82%

($R^2=0.418$) of the variance of the actual usage of social networks for job purposes are explained by the three motivations. The model was found significantly correlated, $F=29.740$ and $p=0.000$. Among the three motivations, “Information” was observed to have the strongest correlation with the actual usage of social networks resulting $\beta= 0.273$, $t= 3.657$ and $p= 0.000$. The second strongest motivation was Social Interaction where $\beta= 0.204$, $t=2.119$, $p= 0.039$. The motivation of Personal Identity was found rather weakly correlated with the usage of social networks.

Table-6 below displays the overall results obtained from the data analysis.

Table 6: Result of the Regression Analysis displaying the Significance of the motivations

Independent/Controlled Variables	Age			
	18-33		34-48	
	β	p	β	p
Information	0.241	0.022	0.227	0.021
Social Interaction	0.193	0.043	0.215	0.028
Personal Identity	0.176	0.068	0.158	0.089
R²	0.386		0.444	
F	10.568		11.193	
Independent/Controlled Variables	Gender			
	Male		Female	
	β	p	β	p
Information	0.689	0.02	0.405	0.000
Social Interaction	0.204	0.039	0.374	0.028
Personal Identity	0.273	0.046	0.229	0.045
R²	0.657		0.371	
F	10.236		20.226	

4.3.2 The influence of Personal Characteristics

The two personal attributes were recognized and speculations were produced accepting their impact on the association between the motivations and usage of social networks for job purposes. They were age and gender. We ran a regression analysis to measure the influence of the personal characteristics and attitude on the actual usage of social

networks. In the next phase, we will discuss the extent of effect these mediating factors have on the motivations of utilizing social networks at work.

4.3.3 Controlled variable Age

The controlled variable age is seemingly a strong variable affecting the association between the motivations and the usage of social networks for job purposes. The youngest age group (18-33 years) 38.65% of the variance ($R^2 = 0.386$) in the scores on the actual usage of social networks for job purposes is explained by the three motivations. The model is significant $F = 10.568$, $p = 0.000$. This group holds the motivation Information as a significant forecaster ($\beta = 0.241$, $t = 2.299$, $p = 0.022$). For the young adult age group (34-48 years), the model was also found significant, $R^2 = 0.444$, $F = 11.193$, $p = 0.000$. Here the motivation information was a significant predictor of the actual usage of social networks for job purposes, $\beta = 0.227$, $t = 2.457$, $p = 0.021$. The second strongest motivation for this group was Social Interaction. For the oldest group (49-67) years, the model is not significant; $R^2 = 0.351$, $F = 6.595$, $p = 0.000$, and none of the motivations was a substantial interpreter of the actual use.

Hypothesis-4 is confirmed since age was found mediating the association of the motivations and the actual use of social networks. However, every age group had differences in the extent of influence of the motivations. It was observed the young and the young adult age groups were strongly motivated with the motivation Information. This implies the young generations are more inclined towards searching, obtaining and sharing information and they use social networks at organizations for exchanging job related information. Additionally, the young adult age group also showed strong preference towards Information and Social Interactions. This implies, along with sharing and obtaining job related information, this age group also use social networks to establish and maintain connection and strengthen relationships with colleagues and clients. On the other hand, the oldest age group did not show any particular motivation for utilizing social networks at work.

4.3.4 Controlled variable Gender

Gender also plays a mediating role between the motivations and the usage of social networks for job purposes. In the regression analysis, the motivation Information was found to be a strong predictor within the male respondents. The model was significant, $F=10.236$ and $p=0.00$ and $R^2= 0.657$. Males were found to be more inclined towards information sharing, $\beta= 0.689$, $t=2.515$ and $p=0.020$. On the other hand, the female respondents also showed almost similar tendency and displayed Information as the strongest predictor of the usage of social networks at work. The mode was significant $F= 20.226$ and $p= 0.000$. 37% of the variance ($R^2= 0.371$) were explained by the three motivations and amongst the Information was the strongest predictor ($\beta=0.405$, $t=3.564$, $p=0.000$). However, it was noticed that women were more interested towards information obtaining.

The analysis settles that the usage of social networks for job purposes does not vary significantly by the gender of the user. Even though both male and female respondents have shown equal motivation in utilizing social networks in organizations to exchange job related information, they vary in usage pattern. As mentioned earlier, the males are more inclined towards sharing job related information, while females use social networks at organizations mostly to obtain job related information. Table 7 below shows the strongest motivations that have been selected by the respondents across their age group and genders.

Table 7: Strongest Motivations by Age and Gender

Controlled variables	Motivation to use
Gender	
Men	Information (Information Sharing)
Women	Information (Information Obtaining)
Age	
18-33	Information
34-48	Information + Social Interaction
49-67	No significant motivation

4.3.5 Controlled variable Attitude

While studying the association between the actual usage of social networks and the motivations, attitude towards social networks is a vital controlled variable among all. From the single regression analysis, it was observed, 47% of the variance in the score on actual usage of social networks for job purposes is explained by attitude ($R^2 = 0.470$). The model was also significant, $F=263.742$, $p=0.000$. It showed a positive attitude is a strong predictor behind the usage of social networks at work, $\beta = 0.674$, $t=15.645$ and $p = 0.000$.

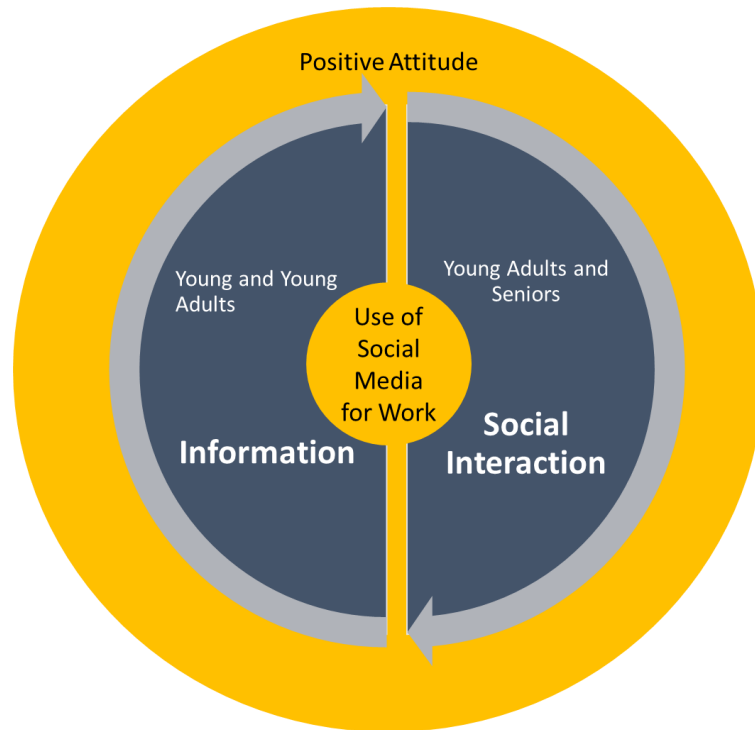
4.4 Adjusting and Finalizing the Professionals' Motivation Model

The result of the questionnaire survey indicates necessary readjustments for the Professionals' Motivation Model for utilizing social networks at work. It has been observed that all three motivations influence the usage of social networks for job purposes. Among the selected motivations, Information and Social Interaction were found to be the strongest. Along with that, the influence of Age was also noticeable, while the young group use social networks to exchange job related information; the young adults give almost equal importance in both Information and Social Interaction. Gender on the other hand, showed little difference in terms of motivations. This outcome matches with the previous study of Valerie Barker (Barker, V., 2009). It seemed both the males and females are utilizing social networks at organizations to exchange job related information. Nevertheless, slight variation in usage pattern might be noticed between genders, which could be subject to further studies. The study additionally showed that attitude is a strong controlled variable to motivate the usage of social networks for job purposes. The current users of social networks are more inclined towards utilizing social networks for job purposes; they seemingly hold a more positive attitude towards the usage of social networks for job purposes.

Figure-2 below incorporates the above discussion and displays the modified Professionals' Motivation Model. The adjusted model incorporates the result the analysis presented after testing all the hypotheses. The new model incorporates the motivations that were significant and had influence over the usage of social networks for job

purposes. It has also discarded the mediating factors that did not show any major influence on the motivations and the actual usage of social networks.

Figure 2: Adjusted Professionals' Motivation Model



5 CHAPTER V: DISCUSSION

In the earlier section, the outcomes of the thesis were discussed. In this chapter, the aforementioned results will be interpreted to a summary. This would allow us to find out what are the motivations of employees for utilizing social networks for job purposes. Additionally, necessary feedback are also given in the light of the literatures reviewed. The chapter concludes with recommendations on what should be the considerations and expectations of employees' responses should the organization decides to implement social networks in organizational communications and operations.

5.1 Interpretation of results: Motivations in relation with controlled variables for utilizing social networks at work

The motivations information, social interaction and personal identity determines the usage of social networks for job purposes. In the analysis of the hypothesis constructed from previous studies and theories, the result showed information is the strongest of the motivations. On the other extent, personal identity was scored as the weakest motivation to use social networks for job purposes. This contradicts to several other previous studies led on the motivations driving the usage of social networks (Joinson, 2008; Raacke and Federal Raacke, 2007; Park, Kee and Valenzuela, 2009). A logical explanation to this result is perhaps the study was strictly focusing on the usage of social networks for job purposes and all the motivations were constructed and tested from job related perspective. The respondents were also particularly asked about the job related usage of social networks. The strict association to this perspective shed light on more practical usage of social networks and explored the practical motivations for using it for job purposes.

From this result, we can conclude that social networks is predominantly used by professionals at organizations to search exchange and share job related information across an organization. This platform is also quite popular amongst professionals for establishing and maintaining relationship with colleagues and clients.

Across different age groups, the major motivation is different from each other. Whereas, in the young and young adult age groups, information is the strongest motivation, the oldest group does not seem to have any particular motivation behind utilizing social networks. This implies the young and young adults are utilizing social networks at organizations to exchange and obtain information that are related to work. The senior age group on the other hand did not show any particular motivation for utilizing social networks for job purposes. This can have different implications or plausible explanations; either the senior most age group of an organization use social networks for less practical issues as Instant Messaging for example.

Attitude as predicted beforehand has proved to be an influential controlled variable in terms of utilizing social networks at organizations. The result shows the attitude of the respondents to use social networks for job purposes was the result of a positive attitude. This matches with the previous studies appraised (Fishbein, 1967, Ajzen, 1989; Davis, 1989). Therefore creating an enabling environment and to develop a positive attitude within the employees towards the usage of social networks for job purposes is necessary should an organization decides to implement social networks. The study also discovered that few respondents found it time consuming and more importantly, unsecured. This affects the attitude towards the usage of social networks at organizations negatively.

5.1.1 Influence of Information Literacy, Meta Literacy and Media Literacy

As mentioned earlier, the presence and importance of the concepts of Information literacy, Meta literacy and Media literacy was prominent in the study and the results. The attitude of the respondents utilizing social networks for job purposes were found positive. Moreover, they were frequent users of social networks and are mostly motivated to use it as a platform to share information. This predicts high information literacy and media literacy of the sample group. This also reflects the mutual association amid a user and usage of social networks. The higher the level of information and media literacy, the more an individual will use social networks in a more effective manner. While on the other hand, low information and media literacy is likely to create reluctance and lower enthusiasm to use any particular media i.e. social networks in this occasion. Therefore, it can be stated that the effective usage of social networks for job purposes in an

organization is also dependent on the overall level of information and media literacy of the employees. The level of these literacies may vary across different age groups, genders and many other intrinsic and extrinsic factors. Nevertheless, the importance of information literacy and media literacy in a digital organization is imperative, and they are prerequisite for an organization for adopting and implementing social-interactive-media and collaborative communities for job purposes.

5.1.2 Possibilities of social networks as an Information Sharing Tool

According to the result extracted, the current users of social networks at organizations are quite experience, have a positive attitude and mind-set towards the usage of social networks for job purposes. The result exhibits that both male and female professionals use this platform at their organizations as a media of searching obtaining and sharing job related information across the organization. Seemingly, they believe, more information can be circulated, obtained and preserved by utilizing social networks and this informal manner of information exchange is gaining popularity. This tendency corresponds with the perception that people have regarding information sharing over social networks at organizations.

As remarked in the writing audits, connections can be built up and fortified by online networking (Dekkers, 2011; Kietzmann et al, 2011; Muscat, 2012). Rajgopal and Nobeoka commented that social networks play a significant part in building and strengthening connections and relationships among users, and the more grounded the association is, the better information is likely to be exchanged. In a usual circumstance, an individual employee is likely to have stronger bonding with the colleagues that are working in his immediate department and division. This often creates a barrier of interaction across the department. This phenomenon often leads to weak inter department connections. For the development of any organization, it is necessary that all departments and business wings know about the other departments and in the process see the big picture of the entire operation. Social networks can be a brilliant tool to bring about a sustainable bonding of relationship across the organization, which will enable the

employees to gain a wider visibility of his job responsibilities and why they are important.

An organization that acknowledges the potential of such information flow across an organization should establish an organizational culture that enables and encourages such practices. The management must focus on encouraging employees to share and exchange information more intensely. In order to facilitate such information flow, the appropriate technological environment is vital. An enabling technological environment is likely to make the current business and organizational processes more efficient. To encourage and establish a free inter-organizational culture, the organizational structure also plays a decisive role. A vertical hierarchy of a business organization is like to have little space for such empowering culture since the organizational processes are executed in a top-down approach. A more horizontal organizational hierarchy is more promising in terms of sustainable growth and development. The empowerment and free flow of information can bring about outcomes that are more positive. Even though the factors of organizational culture, organizational structure and technological environment has not been studied in this thesis, it acknowledges their importance and pave a path for future studies.

Nevertheless, the study finally reveals the answer to the main research question, “*What is the utility of social networks to professionals using it for job purposes*”. The thesis implemented the Uses and Gratification theory of Denis McQuil to identify key motivations one might have in using a particular media. Even though this theory was meant primarily for mass media as radio and television, considering its popularity in studying motivation, the theory was applied. In order to observe some of the mediating factors, personal characteristics and attitude towards utilizing social networks for job purposes was also incorporated for studying. These factors were also selected from previous studies of Venkatesh, Morris, Davis, Kavuora and Stavrianea on the influence of attitude, age and gender on the use of technologies. The study displayed Information and Social Interaction as the strongest motivations. The results also exhibit that positive attitude towards social networks in fact has a positive impact in utilizing social networks at work. Moreover, it discovered that the young generations in a business organization

are utilizing social networks as an information-sharing tool. This revealed that social networks holds the potential to be utilized as an information sharing tool in organizations which would facilitate job related information exchange across the organization. The study did not find any significant differences between male and female employees and the utility of social networks to them. This again corresponds with previous studies and implies both young male and female employees consider social networks as an information-sharing tool.

5.2 Recommendations

From the result the study has derived can also generate some recommendations. First, the motivation “Information” was expressively strong. This implies that there exists a scope of implementing social networks as a job related information sharing tool at organizations. It will in the process, enhance inter organization interaction and collaboration. There were very insignificant differences between genders but both the group has a slightly different pattern, this could be a concern. Proper training and guideline could be effective. Age and generational difference was quite distinct in the result. This implies, different generations will have to be motivated and encouraged in sharing job related information over social networks across organization. While the young generations are quite motivated and acquainted with the technology, proper attention should be given on the shared information. Proper guideline and rules could be introduced. The senior generations were not found being motivated significantly by any of the motivations. This can imply they are motivated by any other motivation or they are motivated by “Entertainment” which was excluded from the study. Either way, they can be motivated by proper training elaborating the potential of information sharing, knowledge creation and possibility to evolve as a learning organization.

Despite of the unparalleled possibilities of social networks, there also exists some challenges, which pose risks involving implementing a public server as an information sharing tool. In order to mitigate such risk the information flow should comprehend with some guidelines and regulations. The management could instruct that the posts and should be job related and confidential information must not be shared without proper

consent of the authorities. Proper training could be designed to ensure proper use of the facility. Another concern regarding the usage of social networks as an information-sharing tool at organizations is the employee pool itself. It is obvious that, due to age, gender and many other factors, the level of information and media literacy in the employees would vary. This can adversely affect the usage of social networks and pose risk as well. The study has also shown this tendency with age. Different generations have different levels of information and media literacy. In order to ensure most effective and appropriate usage of social networks at organizations, proper training and advocacy might be effective in enhancing the information and media literacy of the employees.

5.3 Conclusion and Limitations of the Thesis

The study on Utility of social networks to Professionals within organizational level shows that the usage of social networks in an organization has the potential to enhance sharing of information across an organization. An organization willing to establish and nurture the culture of learning organization can consider utilizing social networks as a platform as an initial step. This is even more effective for organizations that work remotely without any particular central workstation. Since social networks is also a brilliant communication tool, it will not only help sharing information but also preserve them for the future. Apart from that, the study has also demonstrated that a positive attitude also affects heavily in terms of utilizing social networks for job purposes. Moreover, the study has also shown that age and attitude may have a different effect on the motivations behind the usage of social networks for job purposes. An organization, interested in implementing information sharing over social networks must consider these facts. In order to have a better understanding of these differences, further studies and researches are required. More particularly, further study on personality traits and its influence on the usage of social networks for job purposes is needed since the scope of personality test in the current thesis was absent. The question was not enough to create a vivid insight and the choices to describe oneself was limited. This might not always give the real picture. Therefore, further extensive research might be desirable.

This thesis has strived to supplement the existing studies on social networks and the users' behavior by studying the motivations of the users at the organizational level as an information-sharing tool. This feature makes this study unique and insightful since the studies conducted previously predominantly focused on social networks, learning, and the users' motivations for personal purposes excluding studying what can motivate individuals to use it for job purposes. The study reveals that it is possible to implement social networks as an information-sharing tool since the respondent group identified "Information" as the strongest motivation. The results thus conclude that professionals utilizing social networks at the organizational level are motivated to use this platform of social networks for information exchange. However, this study also possesses some limitations. The study was conducted in a short period and the assessments of the usage of social networks were undergone only once. In order to elicit a more in-depth understanding, one assessment might not be enough. Moreover, the sample group was rather small consisting of only fifty respondents and was homogenous in nature. Additionally, this study was conducted on a random sample group where respondents were recruited by a convenience sampling. These respondents came from different organizations and from different ranks. This makes it difficult to generalize about the results. Besides, the respondents completed the form involuntarily which possibly predicts only the individuals interested in this topic participated. Therefore, the sample group might not be representative since it lacks individuals who are not current users of social networks or do not use social networks for job purposes. Moreover, the motivations can be influenced by some more extrinsic variables as geographical location, education, society and culture and most importantly, corporate culture. These elements are acknowledged, yet need extensive research to measure their extent of influence. It is also difficult to draw concrete conclusions since different organizations have different operation structures, which may or may not allow the usage of social networks. Moreover; it is also possible for the respondents to misunderstand the questions, which can also lead to false answers.

5.3.1 Scope for future studies

In order to get a more insightful result and decisive conclusion the result and the corresponding conclusion demands further studies to strengthen them. One of the most

pragmatic approaches to studying the motivations of utilizing social networks for job purposes could be to evaluate the level of information and media literacy of the employees and observe its relation to the actual usage of social networks as an information-sharing tool. This should create a literacy map of the organization and indicate groups where motivations could be different or even negative. This will definitely exhibit a broader and detailed picture. Another recommendation that can be derived from the study is, instead of a single measurement, multiple measurements over an extended time might be more effective. This would exhibit a clearer difference in the observations. In addition, applying the adaptive structuration theory can also be considered. This theory of DeSanctis and Poole (1994) examines the adaptation of technology not only from the technical side, but it also looks at the social consequences. This theory will help future studies understand whether the adaptation of social networks for job purposes is actually being used by employees in the manner they were supposed to be used. The territory of social networks and information sharing is enormously wide and complex. This field is not only vast but also expanding exponentially. More in-depth studies can be conducted and explored in this field. This thesis was an attempt to study a few of the numerous possibilities social networks can promise. The study examined the internal perspectives as in people and their personal traits, which play a role in influencing the usage of social networks at work. However, these behaviors are not isolated from external factors such as geography, socioeconomic environment and so forth. A study that addresses these, and conducted on diverse types of organizations may elicit more generalize findings and more robust conclusion.

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APPENDIX

Utility of social networks to Professionals: Questionnaire Survey

Utility of social networks to Professionals

What is your gender?

- Male
- Female

What is your Date of Birth? (Date/Month/Year)

____/____/____

Highest level of education

Your position in your organization

- Entry
- Midlevel
- Departmental Head
- Top Level

How experiences are you with the usage of social networks in your everyday life?

- Very Inexperienced
- Inexperienced
- Neutral
- Experienced
- Very Experienced

How often do you make personal usage of social networks?

- Logged and active whole day
- Quite a few times a day
- Few times a day
- Once a day
- A few times a week

Which social networks do you use?

- Facebook
- Twitter
- LinkedIn
- Others

	Never	Seldom	Occasionally	Regularly	Frequently
How regularly you use social networks for job purposes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LinkedIn	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Twitter	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Facebook	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Reasons for me to use social networks for job purposes

	Totally Disagree	Tend to Disagree	Neither Agree/Disagree	Tend to Agree	Totally Agree
To search for information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To get peer support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To obtain information for free	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To meet new people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To stay up-to-date of what others know	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To share new things learned	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To belong to a group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Because I feel pressure to participate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

To express myself	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To enjoy contact with people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To stay in touch with colleagues and clients	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

I find the usage of social networks for job purposes

	Totally Disagree	Tend to Disagree	Neither Agree/Disagree	Tend to Agree	Totally Agree
Useful	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Efficient	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Elevating	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unnecessary	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
