

**HOW COMMUNICATION ON INTERNAL SOCIAL MEDIA DEVELOPS WHEN INTRODUCED INTO ORGANIZATIONS: A STUDY FROM DIGITAL NATIVES' PERSPECTIVE**

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#### **Introdução**

Enterprise ISM emerged in the early 2000s enabling users to create, share, and consume content and participate in social networking. Given the success of social media in general and its increasing diffusion, more specifically into companies' internal communication strategy, this topic has also become necessary for organizational analysis. On top of that, it is notorious that age and life stage are instrumental in how media is consumed. Given that digital natives are entering the labor market, the need to better understand this cohort's fundamental and defining characteristics has intensified.

#### **Problema de Pesquisa e Objetivo**

Recent research showed that digital natives would, if they had choice, quit their jobs in the next two years, showing that their engagement is already a challenge for organizations. They hold expectations that are increasingly diffused in organizations, which will likely result in changes to communication and behavior. However, there is a dearth of research available. Moreover, little is known about ISM and calls have been made to increase research in ISM influence on organizations. This work is a response to this call and proposed to answer: How do digital natives perceive enterprise ISM use?

#### **Fundamentação Teórica**

A paradox in the definition of digital natives assumes that being competent to operate with social media is the same as being satisfied with it. They express pessimism with social media, showing a dual relationship: they see its negative impacts while agreeing that its benefits outweigh risks. Also, one common mistake made in the past was a flawed assumption that Millennials would embrace ISM, but they tie social media to informal environment, therefore reinforcing that perception of the utility of technology is different when used in the workplace.

#### **Metodologia**

Exploratory study applying content analysis of semi-structured interviews with 12 digital natives from a consultancy company, addressing: nature of interaction between them and ISM, exploring how and how much they interact with ISM; their awareness of ISM platform, looking at the use frequency and applicability, and its influence on daily activities; perceptions of ISM features and attributes, its similarities and differences compared to private social media, and concerns about personal exposure within the work; perceptions of barriers between work and private life and how ISM may affect it.

#### **Análise dos Resultados**

There is a pervasive awareness of duality on digital natives' self-reported observations. They recognize the adverse effects of ISM but consider that its advantages are greater, prevailing an optimistic view. The finding is supported by referring to the deficiency in the balance between two systems in the human mind. One governs preoccupation and desire, the other governs concern and inhibition. When cognitive-emotional preoccupation is strong, and cognitive-behavioral control weak, people are more likely to engage in social media use behaviors.

#### **Conclusão**

Findings suggest that generational aspect has impact on how social technologies are used for communication in organizational contexts; and that regardless of the consequences, digital natives believe in a participatory culture created on social systems that impose high level of contribution within the company. Although literature endorses that they make effective use of online resources while being aware of trade-offs, it seems that the positive side wins. They may be induced to acknowledge negative points when in reality they are comfortable dealing with them.

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