Enterprise Social Media Usage: The Motives and the Moderating Role of Public Social Media Experience

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Abstract:

Enterprise Social Media platforms have been adopted and deployed in the organizations with the aim of improving employees' work performance through facilitating internal communications, knowledge sharing, and collaboration. Even though public social media platforms, such as Facebook, are widely adopted, enterprise social media face engagement issues from employees. In this study, we investigate the motives of using enterprise social media and the moderating effect of employees' public social media experience. By surveying 157 employees who use enterprise social media in their organizations, we find that the motives of information sharing, social interaction, and entertainment positively affect employees' usage of enterprise social media. Employees' public social media experience negatively moderates the effect of information seeking. The study contributes to social media literature by examining the effect of employees' public social media usage on enterprise social media usage. The findings offer insights on how to motivate employees to engage in enterprise social media.

Keywords: Enterprise social media, public social media, ESM use, survey

1. Introduction

Enterprise Social Media (ESM) is defined as "web-based platforms that allow workers to (1) communicate messages with specific coworkers or broadcast messages to everyone in the organization; (2) explicitly indicate or implicitly reveal particular coworkers as communication partners; (3) post, edit, and sort text and files linked to themselves or others; and (4) view the messages, connections, text, and files communicated, posted, edited and sorted by anyone else in the organization at any time of their choosing" (Leonardi, Huysman, & Steinfield, 2013). Different from public social media sites (e.g. Facebook), ESM provides multi-functional and social collaboration platform, which supports private information sharing and communication within organizations (Jarrahi & Sawyer, 2013).

In recent years, ESM has been deployed in many organizations, since employees' work performance would be improved through enhanced internal communications, knowledge sharing, and collaboration facilitated by ESM (Cai, Huang, Liu, & Wang, 2018). However, the deployments of ESM face critical issues and many ESM projects fail in their first six months (Hughes, 2014). Specifically, few employees actively use ESM by accessing and sharing contents. It has been found that only a third read content more than once per week and just forty percent post a comment per month (Deloitte, 2013). Without active engagement of employees, the business value of ESM usage cannot be obtained.

A number of studies have investigated how to encourage employees to use ESM. Various strategies have been suggested, such as providing training and management support (Watson & Hewett, 2006), and disseminating visible activities from managers and coworkers to influence potential users (Brzozowski, Sandholm, & Hogg, 2009). However, employees' motives to use ESM are still not clear. Moreover, the effect of employees' experience with public social media has not been taken into consideration. Yet, experience with public social media, as an important determinant of IT usage behavior, allow users to employ the knowledge and expertise gained from their similar past experiences (Taylor & Todd, 1995). This implies that ESM usage can be more effectively demonstrated with prior experiences and the findings can be used to effectively manage the development, implementation and adaptation of such systems. Since many ESM platforms are similar with public social media platforms (e.g., the ESM Workplace is the same as the PSM platform Facebook), employees' general attitude towards social media platforms, especially their public social media experience, could also influence the engagement of ESM in the organizations, regarding accessing/sharing information and social interaction on social media platforms.

This paper aims to understand employees' motives of using ESM and the impact of their experience of public social media on their ESM usage. Drawing on the Uses and Gratifications Theory (UGT), this study investigates the effect of motives on employees' usage of ESM and the moderating effect of their public social media experience on these motives. By surveying 157 employees who use ESM in their organizations, we would like to find the answers for the following questions: which motives predict employees' usage of ESM? Whether the usage of ESM could be strengthened by their public social media experience?

Through answering these questions, this study contributes to extant ESM literature in several ways. First, it identifies the motives of employees to engage in ESM in the organization to address the issues on the adoption of ESM. Second, through examining the moderating role of employees' public social media experience, this paper extends the ESM literature by linking employees' usage of ESM with their experience of public social media. It also contributes to the practitioners on how to motivate employees to use ESM based on the functions employees prefer and their public social media experience. In the next section, we present the literature review on ESM. Then, we introduce the theoretical foundation and develop the hypotheses. After presenting the methodology and data analysis, we discuss the findings and implications in the last section.

2. Literature Review

Due to the popularity of social media, public social media platforms have been adopted in the organizations for work-related purposes. Although excessive use of public social media leads to task distraction which negatively affects employees' performance in work environment (Moqbel & Kock, 2017), employees' work performance (Leftheriotis & Giannakos, 2014) and job satisfaction (Charoensukmongkol, 2014; Robertson & Kee, 2017) would be improved facilitated by the proper deployment and usage of social media platforms.

Enabled by social media technologies, four affordances have been identified, which are visibility, persistence, editability, and association (Treem & Leonardi, 2013). For instance, social media enhance the visibility of employees' behavior, knowledge, preferences, and network connections to the others in the organization. Regarding persistence, it allows previously published content to remain permanently accessible. Editability makes it possible for employees to write, revise and change collaboratively content published online (Cai, Huang, Liu, & Wang, 2018). For association, social media can create and maintain relationships between employees and information, between employees and the organization, and among employees (Vaast & Kaganer, 2013). These four social media affordances affect internal communication, socialization and knowledge sharing in organizations (Treem & Leonardi, 2013). In addition, the percentage of co-worker social media connections has a significant positive relationship with both perceptions of organizational support and organizational spontaneity (Schmidt, Lelchook, & Martin, 2016). Due to numerous benefits employees can obtain from using social media at workplace, an increasing number of organizations have deployed ESM, a specific communication and socialization tool in the workplace, in order to improve employees' work performance (Treem & Leonardi, 2013), and researchers started to investigate the adoption and engagement of social media at workplace and ESM.

Prior studies on social media presented several motives that are associated with the usage of social media for work. It has been found that utilitarian (a useful and effective mean at workplace) and hedonic values (fun experience at workplace) obtained by the employees influence their social media use for work (Leftheriotis & Giannakos, 2014). Coworker support and job demands are positively associated with social media use intensity, while supervisor support is negatively associated with it (Charoensukmongkol, 2014). Employment status also affects employees' usage of social media for work. Part time employees spend more time on Facebook with co-workers, where these part time employees seek further social integration and professional connection (Robertson & Kee, 2017). The work reputation of employees also influences their social media usage for work and employees with high work reputation are more likely to post work-related blogs (Huang, Singh, & Ghose, 2015).

Regarding ESM, it has been found that knowledge self-efficacy, social interaction ties, and the norm of reciprocity positively influence knowledge-sharing activities and engagement of ESM, which in turn influences individual job performance (Kwahk & Park, 2016). Peer influence also affects employees' adoption of ESM. It has been found that the usage of ESM by managers and coworkers positively influence the adoption of ESM by other employees (Brzozowski, Sandholm, & Hogg, 2009). In addition, peer influence is stronger for older employees and female employees (Wattal, Racherla, & Mandviwalla, 2010). Organizational governance of ESM, which especially focuses on the affordances of visibility and persistence (Vaast & Kaganer, 2013), also influences employees' engagement. For instance, prohibiting non-work-related activities can hurt the knowledge sharing in workplace (Huang, Singh, & Ghose, 2015).

In spite of extended studies examining the adoption and usage of ESM, employees' motives of using ESM and which motives better predict their usage of ESM are not clear (Leiner, Kobilke, Rueß, & Brosius, 2018). In addition, employees also use public social media platforms and their experience with those platforms may impact their attitudes towards social media. Thus, whether employee's public social media experience influences their adoption and engagement of ESM needs to be examined. In the next section, we explain the theoretical foundation of our study and introduce the hypotheses.

3. Theoretical Foundation and Hypotheses Development

3.1. Uses and Gratifications Theory

Originated from the studies in traditional mass media communication contexts (McGuire, 1974; Rubin, 1985), UGT has been adopted to understand users' motivations to explain why they become involved in certain types of media (Ku, Chen, & Zhang, 2013). UGT states that users adopt or use a communication medium for the experience of the process itself, categorized as process gratification (Cutler & Danowski, 1980), or for the content it conveys, categorized as content gratification (Stafford & Stafford, 1996), or for the fulfillment of social interaction, categorized as social gratification (Ellison, Steinfield, & Lampe, 2007; Stafford, Stafford, & Schkade, 2004). UGT can be applied to explain users' motives and decisions concerning the use of the new communication medium (Elliott & Rosenberg, 1987), or the continuance use of the medium which has already been adopted (Stafford, Stafford, & Schkade, 2004). Recently, the use of new forms of media and applications have been examined by UGT, such as social networking services (Cheung, Chiu, & Lee, 2011), knowledge management systems (Sutanto, Liu, Grigore, & Lemmik, 2018), web-based information services (Luo, Chea, & Chen, 2011) and virtual communities (Sangwan, 2005). Relating to the context of ESM, employees may enjoy the process of using the service itself, the quality of content and information presented on ESM, or the social interaction with colleagues. The gratifications derived could motivate them to actively use ESM.

Content gratification. Social media typically allow users to post, view and share content, communicate with messaging, and play with each other in various forms (Xu, Ryan, Prybutok, & Wen, 2012). Incorporating the social media functions, ESM also allow users to post and share work related content such as news, files, and information, to browse the media content for seeking information, and to use posts to document their day-to-day activities on a corporate platform (Leonardi et al., 2013). Eventually, gratifications derive from seeking and sharing information through content, and documenting users' actives. Thus, for ESM users three types of content motivations were identified: information sharing, information seeking, and self-documentation.

Information sharing refers to wanting to share information with others. Much of the literature on social media (e.g. Smock, Ellison, Lampe, & Wohn, 2011) and usage of social media for work (e.g. Cao, Vogel, Guo, Liu, & Gu, 2012; DiMicco et al., 2008; Leftheriotis & Giannakos, 2014) tends to take an optimistic tone that emphasizes the ways in which information sharing promote the usage of social media. As previously mentioned, ESM also affords editability since employees can edit the posts that they craft prior and after to sharing. When sharing knowledge, employees consider the audience they are communicating to, so the editability of ESM provides a control over shared content and facilitates sharing. Thus, we expect that information sharing will lead to enterprise social media usage. Thus, the preceding discussion suggests the following hypothesis:

H1. Information sharing motive has a positive impact on employees' usage of ESM.

Beyond information sharing, employees may also use enterprise social media as a means to search and find work-related information, basically for information seeking purposes. Information seeking refers to browsing content, posting a question, or using messaging to seek about one's personal or professional needs of information (Cross, Rice, & Parker, 2001). Prior studies emphasized the enabling role of ESM for information exchange and confirmed information seeking behavior of users (Beck, Pahlke, & Seebach, 2014; DiMicco et al., 2008). By affording the visibility of employees' actions, knowledge, preferences, and social networks, ESM also create new and efficient ways to seek information through allowing access to broader knowledge sources (Treem & Leonardi, 2013). As a result, we can expect that gratifications received with information seeking will positively affect ESM usage. Therefore, the following hypothesis is proposed:

H2. Information seeking motive has a positive impact on employees' usage of ESM.

People use social media, specifically blogging, to document their own life and to keep track of what they are doing in order to derive gratifications with self-documentation (Chen, 2011; Liu, Cheung, & Lee, 2016; Nardi, Schiano, Gumbrecht, & Swartz, 2004). Featuring the blogging function, ESM also

allow users to document their daily activities through posts, such as which projects they are working on, what they have completed. Like blogs, communication within ESM (e.g. posts and messages) is also persistent. Thus, affordance of persistence allows a medium for employees to document their activities. Thus, it is reasonable to posit that self-documentation of employees will exert a positive influence on ESM usage.

H3. Self-documentation motive has a positive impact on employees' usage of ESM.

Process gratification. Social media in private realm has been increasingly used for its entertainment value, to have fun and pleasure (Xu et al., 2012). Lately, employees are also encouraged to join such internal enterprise communities to experience fun (Huy & Shipilov, 2012). Thus, employees can derive gratification from the process of using media such as being entertained by browsing content in a social media platform. Prior studies suggested that entertainment value is one the key hedonic gratifications that positively influences the usage of social media (e.g.Chin, Marcolin, & Newsted, 2003; Haridakis & Hanson, 2009; Stafford, Stafford, & Schkade, 2004). Likewise, Leftheriotis and Giannakos (2014) concluded that entertainment value has a positive effect on employees to use more social media for their work. Therefore, we hypothesized that:

H4. Entertainment motive has a positive impact on employees' usage of ESM.

Social gratification. Social media develop new opportunities for social interactions via chatting, instant messaging, posting, rating, commenting, etc. Social interaction is developing or maintaining personal connections with others to gratify social connection needs, social integrative gratification (Raacke & Bonds-Raacke, 2008). Prior studies have empirically validated the important role of social interaction in influencing usage behavior of social media (Chiu & Huang, 2015; Smock et al., 2011; Stafford et al., 2004). For instance, Alhabash, Chiang, and Huang (2014) resulted that social interactions are the highest predictor of social networking site usage, considering that social media was mainly viewed as the major media behavior. Associations afforded by ESM should also support online social interactions for building a social network and accessing peer support. Therefore, we hypothesized that:

H5. Social interaction motive has a positive impact on employees' usage of ESM.

3.2. Public Social Media Experience

According to UGT, individuals actively select and use media to obtain gratifications in a goal-oriented, utility-driven manner (Leung & Wei, 1998). This assumption of UGT ignores the impact of similar or past experience in the form of prior knowledge and expertise. This experience builds on learned associations between the behavior and the outcomes of performing a behavior such as the perceived value (Aarts, Verplanken, & Van Knippenberg, 1998; Triandis, 1971). The accumulated and internalized information derived from similar past behavior primarily develops the user's perceptions (Zanna & Rempel, 2008) and influence the effect of motivation (Wu, Zeng, & Xie, 2017). The internalized information derived from similar experience leads an unconscious mind and a judgement that would have an interaction effect with gratifications, rather conscious predictors of usage behavior. This implies that users retain different emphasis toward the use of technology depending on their experience with similar technology.

Users with any experience with similar technologies also become more accustomed with a system and process (Hartel, 1999) and often leads a positive perception and the adoption of a new technology (Agarwal & Prasad, 1999). Prior studies have been interested in the moderating effect of users' experience with similar systems (e.g. Liébana-Cabanillas, Sánchez-Fernández, & Muñoz-Leiva, 2014; Venkatesh & Morris, 2000). Hence, through cognitive associative processes similar experience has been found to be a primary determinant for users when deciding to engage in a behavior. By incorporating public social media experiences of users, as a moderator, we are able to extend beyond the assumptions of UGT, which ultimately improves the explanation ESM usage.

In the case of public social media experience, prior studies focusing social media from motivational perspective have found that users typically seek to gratify their various individual needs such as seeking entertainment, engage in self-documentation, sharing information, networking or passing time through their media use (Cheung & Lee, 2010; Dunne, Lawlor, & Rowley, 2010; Giannakos, Chorianopoulos, Giotopoulos, & Vlamos, 2013). However, literature reviews on employee use of social media also presented that majority of the prior studies are rather conceptual, presenting a lack of support from empirical insights (Baxter & Connolly, 2014; El Ouirdi, El Ouirdi, Segers, & Henderickx, 2015). Still, attaining such needs through public social media experience can also potentially diminish the use of ESM for employees as such motives can be equally or even better fulfilled alternatively through using public social media. Besides the substitution effect, there can be also a complementary relationship between PSM and ESM. For instance, while ESM is used for internal communication within the company, employees could use PSM for their work-related external communications such as with partner, supplier, clients etc. Considering this substitution and complementary effects, we can assume that public social media experience can have a negative effect on ESM usage.

Additionally, several risks and negative effects are also associated with social media use during working hours for employees. The context, a work environment, is especially important for understanding the nature of the user behavior. Considering the employees' online boundary management between their professional and personal roles, non-work identity can sneak into workspace, thus managing these boundaries possess a risk for employees as it affects their career (Ollier-Malaterre, Rothbard, & Berg, 2013). The study of Wilson and colleagues (2012) also presented that employees are struggling with identity presentation and relationships among groups and individuals in the case of Facebook. Studies conducted on the use of social media within a work environment presented that employees often worry about wasting time on social media and neglecting work, creation of in- and out-groups or creating offensive content (e.g. Dreher, 2014; Landers & Callan, 2014; McFarland & Ployhart, 2015; Sheldon, 2008). Social media can even create an addiction for employees that eventually effects their work performance (Griffiths, Kuss, & Demetrovics, 2014) and it can present threats for employees' careers due to the associated risky behaviors (Dreher, 2014). Considering the substitution effect, associated risks and negative aspects of social media in work context, we hypothesized that:

H6. Experience with public social media has a negative impact on employees' usage of ESM.

Public Social Media Experience as Moderator. Although public social media experience at work has been explored (e.g. Cao et al., 2012; Leftheriotis & Giannakos, 2014), enterprise social media presents a new context that aims to improve communication and collaboration within a workplace through a private social media platform (Leonardi et al., 2013). In the present article, we examine how public social media experience impacts on the gratifications obtained from ESM. Thus, this analysis allows one to draw conclusions about how public social media influence ESM usage as the moderating variable.

Public social media experience is related to employees' experience of using public social media such as Facebook, Twitter, etc. This experience has an impact on employees' usage behavior of ESM. Firstly, most ESM web interface resembles the frontend of Facebook or Twitter (Riemer & Scifleet, 2012). They also incorporate the social media functionalities such as posting, chatting, messaging, etc. (Leonardi et al., 2013). Secondly, as previously mentioned similar experience may help or hinder the use of technologies through building user's perceptions. The user's perception then revolves around the nature of one's similar experience. In the case of social media usage during working hours, similar experiences of employees with social media create a negative perception (e.g. wasting time, lowering work performance or creating potentially offensive content). Even though some studies associated employees' social media use with improved performance by accessing online information and enhanced communication through establishing social networks in organizations (e.g. Cheung & Lee, 2010; Giannakos et al., 2013), yet social media has also posed challenges in the form of difficult navigation between personal and professional boundaries, neglecting work, and increased stress due to the risks of social media use (Kane, 2015; van Zoonen & van der Meer, 2016).

Moreover, companies traditionally perceived the use of social media at work rather inappropriate with potential risks, such as legal, security, intellectual property and misuse (Hart, 2010; Turban, Bolloju, & Liang, 2011). Thus, employees would also feel reluctant to share information due to the risk of disclosing confidential corporate information or to socialize in order not to cross certain power boundaries such as hierarchy or status (Skeels & Grudin, 2009). Studies on workplace use of public social media present that self-documentation becomes rather complex for employees since some work-specific content cannot be shared with the entire network and the line between social and professional are blurred (e.g. Kairam, Brzozowski, Huffaker, & Chi, 2012; Skeels & Grudin, 2009). Wang and Kobsa (2009) also concluded that employees generally do not use social media to seek information. Considering both organizational and employee perceptions on social media use in workplace, we can conclude that public social media experience weakens the positive effects of gratifications. Therefore, those who frequently engage in public social media would be less motivated to use enterprise social media. The following hypotheses are hence developed:

> H7-H11. The relationship of information sharing (H7), information seeking (H8), self-documentation (H9), entertainment (H10), and social interaction (H11) to ESM usage is negatively moderated by employees' public social media experience.

4. Research Methodology

4.1. Participants and Procedures

To examine employees' usage of enterprise social media and the moderating effect of their private social media experience, this study used an extensive online survey via Prolific, an online platform, where we initially pre-screened participants with pre-screening questions to identify subjects that fulfill our criteria such as being currently employed and using an enterprise social media. Online quantitative self-report questionnaires were used to collect the data from the participants of an online platform. In addition to the questions for social gratification, process gratification, organizational factors, public social media usage, and enterprise social media usage, the questionnaire also collected demographic information, including gender, age, and business demographics such as organizational size, industry, country of location. The required sample size was checked by specifying the effect size (Cohen's f = 0.15), number of predictors (23 including moderators and categorical variables) and error probabilities (α error probability = 0.05; 1 – β error probability = 0.95). It indicated that seventy-five responses were needed.

In the survey, one hundred fifty-seven enterprise social media users from 21 countries were recruited to participate in this study on enterprise social media usage. Of the participants, 71 (45.2%) were women and 86 (54.8%) were men, with 51 (32.5%) were working in IT sector. In addition, of the participants, 69 (43.9%) were Workplace users, 47 (29.9%) were Yammer users, 8 (5.1%) were Jive users, and 33 (21%) were using other types of ESM. The demographic profile of the sample is given in Table 1.

Measure	Items	Frequency	%
Gender	Male	86	54.777
	Female	71	45.223
Age	25 or younger	26	16.561
	26-30	50	31.847

	31-35	32	20.382
	36-41	20	12.739
	Over 41	29	18.471
Company Size (number of employees)	10 or fewer	15	9.5541
	11 – 24	13	8.2803
	25 – 49	9	5.7325
	50 – 99	17	10.828
	100-199	23	14.65
	200-499	19	12.102
	500 and over	61	38.854
Type of ESM	Workplace	69	43.949
	Yammer	47	29.936
	Jive	8	5.0955
	Other	33	21.019
Experience in public social media (years)	Less than 1	0	0
	1–3	15	9.5541
	3–5	15	9.5541
	5–7	21	13.376
	Over 7	106	67.516
Industry	Non-IT	106	67.50
	IT	51	32.50
Frequency of public social media usage	Never	1	0.6369
	Rarely	5	3.1847
	Occasionally/Sometimes	18	11.465
	Frequently	57	36.306
	Very Frequently	76	48.408

Table 1. Profile of respondents

4.2. Measurements

A questionnaire with items measuring proposed constructs in four dimensions, including content gratification, process gratification, social gratification, public social media experience and enterprise social media usage, was designed to test the hypotheses. Each construct was measured using multiple-item scales, adapted and extended from prior studies with minor modifications to fit with the research context of ESM usage. The outer loadings below 0.50 were removed from the measurement models since this indicates that specific indicator have less contribution towards these factors. In this case, one item from information sharing construct and another from information seeking construct were removed. The scale for social interaction was adapted from Liu et al., (2016) and Whiting and Williams (2013). Entertainment items were adapted from Voss, Spangenberg, and Grohmann (2003)

and Diddi and LaRose (2006). The final questionnaire includes 17 self-reporting items collected from enterprise social media users, as shown in Appendix A.

4.3. Statistical analysis

To test proposed model and hypotheses, we conducted factor analysis on multi-item constructs and performed hierarchical multiple regression by using SPSS.

5. Results

5.1. Reliability and Validity of Measurements

To assess the reliability and validity of the measurement items, their standardized loadings, composite reliability (CR), Cronbach's alpha (CA), and average variance explained (AVE) were examined (See Table 2). As shown in Table 2, the loadings were between 0.762 and 0.957, all higher than the recommended cut-off of 0.70, satisfying the threshold for indicator reliability (Fornell & Larcker, 1981; Hulland, 1999). Appropriately loaded items do not indicate the reliability of the items as a whole. Hence, composite reliabilities and Cronbach's alpha are also calculated. CA of all constructs were demonstrating good internal consistency and reliability, ranging from 0.734 to 0.859 (Bagozzi & Yi, 1988). Composite reliabilities were included as a contrast to alpha since the latter does not assume tau equivalency among the measures (Fornell & Larcker, 1981). Composite reliabilities ranged from 0.854 to 0.922, indicating internal consistency (Gefen, Straub, & Boudreau, 2000). The AVE was higher than 0.50, presenting high convergent validity (Bagozzi & Yi, 1988). As recommended by Fornell and Larcker (1981), the results in Table 3 confirm the discriminant validity, the square roots of AVE of each construct exceeded all the inter-factor correlations between that construct and each other construct.

For testing the presence of multi-collinearity, the variance inflation factors (VIF) were also analyzed. The VIFs of all values were consistently below the value of 2.209, suggesting that the multi-collinearity was not an issue (Hair, Black, Babin, & Anderson, 2010). Given the above analyses, it demonstrates that all the measures have adequate convergent and discriminant validity.

Construct	Items	Loading	Cronbach Alpha (CA)	Composite Reliability (CR)	Average Valance Extracted (AVE)
Information Sharing (ISH)	IS1	0.906	0.779	0.900	0.819
	IS2	0.903			
Self-documentation (SD)	SD1	0.860	0.859	0.912	0.777
	SD2	0.852			
	SD3	0.930			
Information Seeking (ISE)	ISE1	0.957	0.702	0.854	0.748
	ISE2	0.762			
Social Interaction (SI)	SI1	0.941	0.832	0.922	0.855
	SI2	0.908			
Entertainment (ENT)	ENT1	0.938	0.734	0.877	0.781
	ENT2	0.825			

Public Social Media Experience (PSME)	PSME1	0.812	0.789	0.873	0.696
	PSME2	0.858			
	PSME3	0.831			
ESM Usage (ESMU)	ESM1	0.856	0.824	0.895	0.740
	ESM2	0.819			
	ESM3	0.904			

Table 2. Factor loadings, reliability and convergent validity

Construct	ISH	SD	ISE	SI	ENT	PSME	ESMU
Information Sharing (ISH)	0.905						
Self-documentation (SD)	0.516	0.881					
Information Seeking (ISE)	0.448	0.488	0.865				
Social Interaction (SI)	0.485	0.268	0.376	0.925			
Entertainment (ENT)	0.518	0.386	0.326	0.426	0.884		
Public Social Media Experience (PSME)	0.154	0.229	0.216	0.283	0.249	0.834	
ESM Usage (ESMU)	0.544	0.291	0.391	0.489	0.612	0.075	0.860

Table 3. Discriminant validity

5.2. Common Method Bias

As this study potentially suffers from Common Method Bias (CMB), the survey was properly designed to decrease the level of CMB: 1) we employed non-abstract, and factual items (e.g., how many times per week, how many minutes) to measure ESMU in order to make it cognitively inconsistent with independent variables (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003); 2) we employed method-method pair (MMP) technique by mixing behavioral continuous and behaviorally anchored measure for ESMU to decrease [MMP-I] (Method-Method Pair - Instrument) level to medium (Sharma, Yetton, & Crawford, 2009).

Besides the design of survey items, three statistical analyses were also performed to assess whether our results were contaminated by CMB. First, Harmon one-factor test was conducted. Results showed that unrotated first factor accounted less than 40% of the variance (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Second, since a VIF (Variance Inflation Factor) greater than 3.3 is considered as indications of collinearity and contamination by common method bias (Kock, 2015), inner VIF values of the variables in our model were calculated. They were all lower than 3.3, indicating that our model was free of CMB. Third, common latent factor method was employed by adding a latent variable which is loaded by all survey items. The standardized regression weights were compared for the models with or without this common latent variable. The results indicated that the differences of weights did not exceed 0.2 (Liang, Saraf, Hu, & Xue, 2007). With reliable and valid instruments and an acceptable level of multi-collinearity, the proposed hypotheses could be tested.

5.3. Hierarchical Multiple Regression

Table 4 shows the analysis results of hierarchical multiple regression. It revealed that introducing the moderating effects of PSME on the motives (Model 3) explained an additional 3.7% of variation in ESMU, and this change in R Square was significant ($F(5,133) = 2.279$, $p < 0.05$). Regarding the results in Model 3 (shown in Figure 1), the motives of entertainment (ß= 0.396, p<0.001), social interaction (ß= 0.211, p<0.01), and information sharing (ß= 0.250, p<0.01) positively affect employees' ESM usage. We did not find significant effect from PSME, or the motives of self-documentation and information seeking. Regarding the moderating effect of PSME on the motives, we find that the effect of information seeking (ß= - 0.225, p<0.01) was weakened. Employees who actively use public social media are less likely to seek information on ESM compared with other employees. Thus, H1, H4, H5, and H8 are supported. Among control variables, industry type significantly affects ESMU (ß= 0.123, p<0.05). Users from IT industry are more likely to actively use ESM.

Construct	Model 1 (Controls)	Model 2 (Main Effects)	Model 3 (Moderating Effects)
Controls			
Gender (base: male)	-0.080	-0.068	-0.065
Age (base: 25 or younger)			
26-30	0.268*	0.050	0.042
31-35	0.121	-0.017	0.002
36-41	0.201	0.022	0.024
Over 41	0.269*	0.093	0.077
Firm Size (base: 10 or fewer)			
11-24	-0.530	-0.050	-0.086
25-49	-0.050	-0.004	-0.015
50-99	0.098	0.041	0.017
100-199	-0.081	0.046	0.033
200-499	-0.785	-0.051	-0.059
500 or more	-1.226	-0.050	-0.071
Industry (base: non-IT)	1.348	0.130*	0.123*
Main Effects			
Information Sharing (ISH)		0.239**	0.250**
Self-documentation (SD)		-0.092	-0.105
Information Seeking (ISE)		0.103	0.115
Social Interaction (SI)		0.212**	0.211**
Entertainment (ENT)		0.431***	0.396***

Public Social Media Experience (PSME)		-0.141*	-0.145
Moderating Effects			
PSME*ISH			-0.040
PSME*SD			0.156
PSME*ISE			-0.225**
PSME*SI			-0.049
PSME*ENT			0.022
Model Summary			
R Square	0.089	0.534	0.571
R Square Change	0.089	0.445	0.037
F Change	1.174	21.967***	2.279*

*Standardized coefficients are shown in the table; *p<0.05; **p<0.01; ***p<0.001*

Table 4. Regression Results

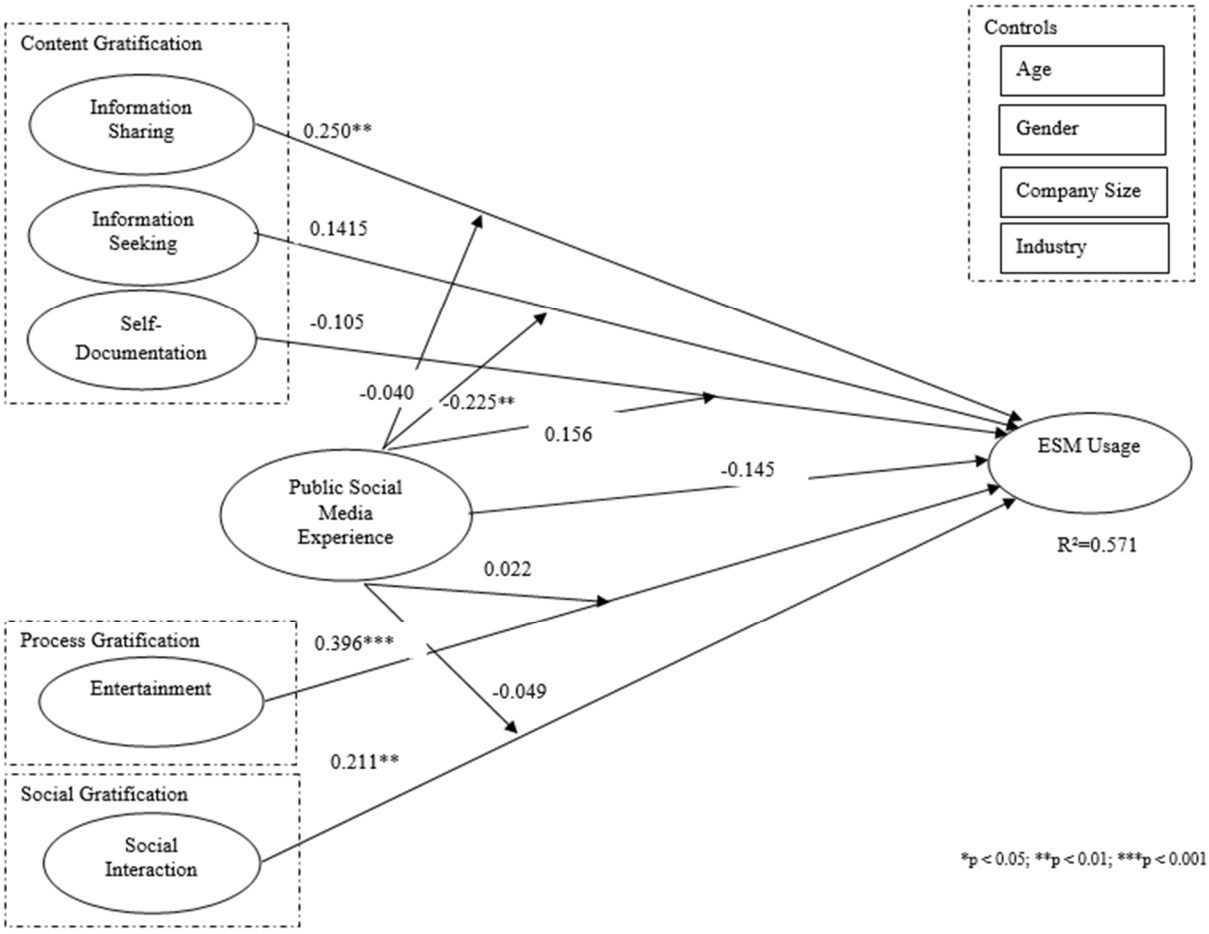

Figure 1. Analysis Results

6. Discussion and Implications

The rapid growth of ESM as well as the functionality of these platforms, which afford employees to collaborate and enhance organizational information flow, have made it imperative that managers and scholars better understand why employees engage with ESM. This study examined employee's motives as predictors of ESM usage with a particular attention on the role of public social media usage play in contributing to social media usage as a moderator.

The results of this study indicated that information sharing, entertainment and social interaction are highly predictive motives of ESM usage ($R2 = 0.571$). These are consistent with prior studies on public social media (e.g. Leftheriotis & Giannakos, 2014; Xu et al., 2012) and ESM (e.g. Beck et al., 2014). We suggest these findings may be explained by understanding how ESM function as a social media tool. Typically, ESM integrates social media features such as blogging and social networking. Like social media, ESM also provides means for employees to create and share content through various communication paths such as posting, messaging, and chatting. By incorporating blogging functionality, ESM acts as an online publishing tool and store all the information as postings through an archival structure. Leonardi, Huysman, and Steinfield (2013) also described that ESM allow employees to publish information effortlessly. Hence, this presents ESM as a convenient medium to share information for employees.

While the ESM allows employees to publish information easily, its interactive nature due to social networking aspects allow employee to build their personal profiles, connect with other employees and build social capital. Employees can then develop and maintain social connections in spite of geographic barriers. The ability to form such relationships through enterprise social media may influence the development of social capital in organizations as it does in social networking sites (e.g. Ferron, Frassoni, Massa, Napolotano, & Setti, 2010). This can also enhance the organizational communications and diminishes the power distance (Huy & Shipilov, 2012).

Social media has been about having fun, a place where people can be entertained (Xu et al., 2012; Zolkepli & Kamarulzaman, 2015). Likewise, ESM also found to be entertaining and found to have a positive effect on ESM usage. This is why lately employees are encouraged to join such internal social media communities to experience fun and build emotional capital (Huy & Shipilov, 2012). These could lead employees to be more attentive and involved. Thus, as a socially interactive communication tool ESM may have provided alternative opportunities for employees to communicate easily with others while having fun.

Perhaps in the work environment, the other motivations (i.e., information seeking and self-documentation) are not so crucial to the adoption decision, given the availability of alternative sources of information, project management and communication tools. Our results also support the findings of Wang and Kobsa (2009) that employees do not use social media to seek information. Additionally, information seeking and self-documentation can be less relevant for our sample as the majority of the users use Workplace by Facebook (47%) that has News Feed feature (i.e., a push-based information delivery mechanism) that displays past activity of individuals on site as in a social timeline structure. As a source of information, News Feed acts rather as a personalized newspaper (Tsukayama, 2013) that displays the particular interests of each user so employees may feel missing some information. Also, both users and knowledge seekers needs to piece together a story by scrolling through the timeline and reading the posts. This can make it rather difficult to view previously published information in order to learn from others' experiences or gather previous daily activities, so using an alternative tool for such purposes could explain these results. Prior studies on Facebook also lacks clear empirical support to consider information seeking as an antecedent to Facebook use (Asghar, 2015).

The second research question focused on how the usage of public social media, such as Facebook and Twitter, was predicted to moderate the relationship between ESM usage and gratifications. Between those, one moderation effect, information seeking, was identified. The results indicated that public

social media usage of employees diminishes the information seeking and ESM usage relationship. In other words, the potential benefit of information seeking was suppressed among high PSME users. This could be related to the nature of ESM that resembles mostly to Facebook and as Hughes, Rowe, Batey, and Lee (2012) stated information sought from Facebook may be obtained more socially such as asking others with a post. Thus, employees, who are also public social media users, might be concerned with negative relational consequences (such as negative evaluations and opinions about the information seeker) associated with visible information-seeking attempts such as posting a question as in the case of information seeking during organizational entry (Miller & Jablin, 1991).

At first glance, the non-significant effect of PSME as a moderator between other gratifications and ESM usage may seem contradictory to previous research findings. However, prior limited studies focused on employee behaviors from technology acceptance (e.g. Skeels & Gruding, 2009), not directly motivational perspective, and none of them specifically examined the PSME as a moderator. This also present that there is not a substitution effect between public social media and ESM. This could be related to fact that during working hours public social media may be not approve and even prohibited/blocked for the personal use. Especially considering that more than half of the companies in U.S. block access to social media at work (Bizzi, 2018). Another possible explanation for the non-significant interaction effects could be a contrasted pattern among the participants. For some subjects, PSME may have resulted in more distress considering all the previously stated potential risks of using such media in a work environment while for others it may give comfort due to its familiar design, thus resulting in a null effect. Likewise, exposure to prior restrictions and negative implications of public social media usage for personal use in office could make users feel reluctant to adapt ESM, thus cancelling out the potentially positive impact of PSME.

The null effect of other moderation effects and the highly significant effect of information seeking highlights the nature of work environment behavior. The findings also suggest that the direct effect of PSME does not exist, suggesting that differences in the platform might account for the absence. Eventually, the ESM usage also depends on many specific contextual factors, including the differences in platforms, how employees interact with the platform, whether they received training or not, and whether it is the official communication channel or not.

6.1. Theoretical Implications

By extending the Uses and Gratifications theory to the enterprise social media context, we had the opportunity to analyze the acceptance and usage of enterprise social media from a purely motivational perspective. Other theoretical frameworks focusing on the technology acceptance such as the technology acceptance model (TAM) (Davis, 1989; Fishbein & Ajzen, 1975) or the unified theory of acceptance and technology (UTAUT) (Venkatesh, Morris, Davis, & Davis, 2003) do not directly address the users' motivations for understanding the usage behavior. Hence, the ability of the technology acceptance models to apply the motivational aspect is rather limited. Additionally, UGT can be applied in all kinds of media including enterprise social media compared to other technology acceptance models (Taherdoost, 2018). Therefore, the first contribution of this study is the introduction of UGT as the theoretical perspective for enterprise social media context and presenting that it is empirically applicable in this context.

The second theoretical contribution is the insight that can be drawn from an empirical study. We empirically test the UGT - derived model using data collected through an online survey. However, as previously stated the literature reviews on employee use of social media presented that majority of prior studies focusing on motives of employees are rather conceptual and presents a lack of support from empirical insights (Baxter & Connolly, 2014; El Ouirdi et al., 2015). Hence, prior research could not measure the effectiveness of motives on ESM usage. Limited empirical studies on this issue can be related to the novelty of the subject and limited data availability. Thus, our work contributes to the ESM literature by furthering the research on individual acceptance of ESM empirically.

Based on the results of this study, we identified key variables — information sharing, entertainment and social interaction — that explain enterprise social media usage behavior where the media is used for work purposes. The empirical findings of this research extends the ESM literature by helping us to understand which motives participated and how they participated in the ESM adoption from individual employee perspective. As enterprise social media's popularity increases, this study provides empirical evidence that public social media experience can have moderation effect on ESM usage. By exploiting the similarities and the differences between public social media and enterprise social media, we aimed to understand how the public social media experience participated in this ESM adoption and whether the usage of ESM could be strengthened.

6.2. Practical Implications

The growth of enterprise social media provides opportunities for businesses throughout the world. To evoke employee acceptance and use, businesses require knowledge of the employee motivations that drive usage. Thus, the results from our study also provide substantial implications for practitioners who struggle to motivate employees to use ESM actively. By focusing their attention on the needs of employees, organizations can address the issues on the adoption of ESM. Our findings provide guidelines for practitioners to better understand the appropriate use of gratifications. Specifically, employees are more likely to adopt ESM when the platform enables them to easily publish content, connect with others and enjoy the process of using the ESM. For instance, content editors within the organizations publish information while also focusing on the entertainment aspect of the content. In particular, we also find that public social media experience of employees can complement the strategy of enterprise social media adoption in organizations. Companies should also devote effort to provide clear policies, guidelines and training on ESM usage at work to avoid the potential risks, concerns and to distinguish the institutional attitude for public social media and ESM usage.

Besides the implications for organizations using ESS, our research also provides implications for ESM providers. To enhance ESM adoption, the system developer must build a system that focuses on social orientation, information sharing and entertainment aspects that complement core communication features. Hence, congruence between ESM platform features and employee motives is important for the adoption ESM.

6.3. Limitations and Future Research Directions

This study is subject to certain limitations. First, this study potentially suffers from reverse causality issue. There could be reverse causality issue between PSME and ESMU. The usage experience of public social media could affect their use of ESM, which subsequently affects their use of public social media. However, there is no significant effect found between PSME and ESMU in this study. Regarding the motives, we anchored on UGT, which has been widely adopted to understand users' motivations to explain why they become involved in certain types of media (Ku, Chen, & Zhang, 2013). UGT has been applied to explain users' motives and decisions concerning the use of various communication media which are similar with ESM, such as knowledge management systems (Sutanto, Liu, Grigore, & Lemmik, 2018), and virtual communities (Sangwan, 2005). Thus, the causal effect of motives on ESMU could rely on this theoretical foundation. However, the possibility of reverse causality could not be completely ruled out. In the future, longitudinal studies could be conducted. By collecting data (e.g., motives, ESMU, and PSME, etc.) from users at several time points, we could observe the effects between ESMU and PSME, and understand how ESMU may affect users' motives subsequently.

Second, although the survey was carefully designed and several statistical remedies have been performed, this study still potentially suffers from common method bias. Future studies may access system-captured data in the companies to measure employees' ESMU, in order to decrease the level of CMB (Sharma, Yetton, & Crawford, 2009). Third, the results revealed key motives leading to ESM usage without distinguishing the types of ESM platforms. However, an important direction for future work is to elucidate the differences between ESM platforms and the effect of these differences on gratifications obtained from each type of ESM. Likewise, future studies should consider the

substitution and complementary effects of using public social media at work to attain previously mentioned gratifications if the company allows them to use such media during working hours.

Additionally, the present study has not considered the individual differences in the extent to which they are willing to take risks in decision making. Future studies should also consider the differences in terms of personality traits of employees and situations/context of risk-taking behavior for assessing employees risk taking behavior (Nicholson et al., 2005; Weber & Milliman, 1997). Another area that merits exploration is whether the presence of an explicit supervisor influence that further encourages employees to use and how they use ESM. More research is also needed to ascertain whether status of employee use ESM differently.

Another limitation might be the way respondents were recruited. This study used an online platform, Prolific to recruit respondents. Although Prolific is considered as a better alternative than crowdsourcing platforms (Palan & Schitter, 2018), the issue of the self-selected nature of participation is cause for bias. Even tough respondents were from various ages, sector, and countries the sample was relatively small. Additionally, this study only considered the private use of PSM for measuring the PSM experience. Even though the respondents were prescreened on the condition of being an ESM user for this study, employees might still use PSM for work together with their ESM. Thus, future studies should also consider work related use of public social media to measure PSM experience. Thus, addressing these limitations in future studies will help us to better understand how ESM can be used as resourceful tools among the employees and how employees interact with social media features.

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Appendix A

Category	Construct	Measurement items	References
Content Gratifications	Information Sharing (ISH)	ISH1: I use ESM to provide information	Liu et al. (2016)
		ISH2: I use ESM to share information useful to other people	
	Self-documentation (SD)	SD1: I use ESM to keep a record of what I learn	Nardi et al. (2004)
		SD2: I use ESM to keep track of what I am doing	
		SD3: I use ESM to document my work	
	Information Seeking (ISE)	ISE1: I use ESM to obtain work related information and knowledge	Kankanhalli, Tan, Wei (2005); Park & Goering (2016); Haridakis & Hanson (2009)
		ISE2: I use ESM to search work related information and knowledge	
Social Gratifications	Social Interaction (SI)	SI1: I use ESM to connect with colleagues	Liu et al. (2016); Whiting & Williams, (2013)
		SI2: I use ESM to communicate with colleagues	
Process Gratifications	Entertainment (ENT)	ENT1: Using ESM is enjoyable	Diddi & Larose (2006); Voss et al. (2003)
		ENT2 : I use ESM because it is entertaining	
	Public Social Media Experience (PSME)	PSME1: I often use public social media (e.g. Facebook, Twitter, MySpace, etc.) - to obtain information from friends	Thompson et al. (1994); Kankanhalli, Tan & Wei (2005)
		PSME2: I often use public social media (e.g. Facebook, Twitter, MySpace, etc.) - to share information	
		PSME3: I often use public social media (e.g. Facebook, Twitter, MySpace, etc.) - to maintain and strengthen communication with friends in my life	
	Enterprise Social Media Usage (ESMU)	ESMU1: How many times per week do you currently use the enterprise social media (Workplace, yammer, Jive, etc.)?	Bhattacherjee, Sanford (2009); Kankanhalli, Tan & Wei (2005)
		ESMU2: How many minutes do you engaged in using enterprise social media during working hours	
		ESMU3: On average, how often do you use enterprise social media (Workplace, yammer, Jive, etc.)?	