Social Media in the Workplace: A Systematic Literature Review, 2008-2012
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INTRODUCTION

BACKGROUND
• Social media have become ubiquitous in daily life, including the workplace.
• Research on social media-related topics has been on the rise since 2007.
• Little work has been done to review this body of research.

RESEARCH QUESTIONS:
1) What is the topical and methodological status of research on social media in the workplace?
2) What are possible future research venues on social media in the workplace?

METHODOLOGY

Detailed Process of the Systematic Review
• Specified the review scope in terms of: a) form: certified knowledge, i.e. only academic journal articles; b) content: corporate usage of social media for human resource-related purposes.
• Searched for articles in five databases: Emerald, ScienceDirect, Academic search elite, Business Source Premier, and Web of Knowledge.
• Coded all 307 articles and extracted relevant information about them, and then eliminated duplicates.
• Conducted a first screening by two of the authors based on the abstracts of 192 articles, with a Cohen's Kappa score of 0.849. Irrelevant articles were excluded.
• Conducted a second in-depth screening, followed by a joint assessment by two of the authors, and the exclusion of more irrelevant material.
• Final inclusion of 57 articles in the review.

Flow chart of the systematic review process for literature on social media in the workplace

FININGS

Results
• Six major research themes were identified: ‘human resources management’ (HRM), ‘learning’, ‘laws and legislation’, ‘knowledge management’ (KM), ‘communication’, and ‘miscellaneous’.
• Top used methodology is qualitative methods, followed by reflective essays and conceptual papers.
• Social media and Web 2.0 tools are used in several organizational functions.

<table>
<thead>
<tr>
<th>Theme</th>
<th>Number of articles</th>
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<tbody>
<tr>
<td>HRM</td>
<td>14</td>
</tr>
<tr>
<td>Learning</td>
<td>11</td>
</tr>
<tr>
<td>Laws and Legislation</td>
<td>10</td>
</tr>
<tr>
<td>KM</td>
<td>9</td>
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<tr>
<td>Miscellaneous</td>
<td>7</td>
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<tr>
<td>Communication</td>
<td>6</td>
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<tr>
<td>Total</td>
<td>57</td>
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Examples of Organizational Practices Using Social Media
• Social bookmarking to facilitate the movement of ideas in organizations (Gray, Parise, & Iyer, 2011);
• Corporate wikis to better exploit corporate knowledge (Hasan & Pfaff, 2012; Lykourentzou, Papadaki, Vergados, Poleni, & Loumos, 2010);
• Facebook to increase the exposure of a brand as a recruiter (Freer, 2012);
• Web 2.0 technologies to strengthen employee engagement (Rai, 2012; Xarchos & Charland, 2008);
• Various social media tools to facilitate workplace learning (Leino, Tanhua-Piiroinen, & Sommers-Piiroinen, 2012; Zhao & Kemp, 2012);
• Other social media tools to tap into employees’ innovation (Dah, Lawrence, & Pierce, 2011).

DISCUSSION

LIMITATIONS
• Used keywords limited the scope of the review. Relevant literature might have been overlooked due to the omission of other keywords.
• Timeframe covers only references that were indexed in the selected databases, and not all articles published, up to December 2012.

FURTHER RESEARCH
• Employ quantitative research methods.
• Examine further how employers and job applicants can harness social networking sites to their advantage (Brown and Vaughn, 2011).
• Focus on a single discipline at a time in future reviews, to benefit from the extant convergence in theories and methodologies in each stream of research, and employ content analysis for deeper understanding of the field.

REFERENCES