



温州肯恩大学  
WENZHOU-KEAN UNIVERSITY

**Social media influence in the workplace: Tool or toy**

In Partial Fulfillment of the Requirements  
for the Bachelor of Science in Global Business

by

LI Yunyun

1025689

May, 2020

**ABSTRACT**

*The objective of this paper is to explore the vital functions social media have and the important influences they bring to the workplace, especially in China. Social media have been developing rapidly in recent decades with a huge number of Chinese users. As an effective platform for creativity and innovation, social media play a significant role in the recruitment and management of Chinese workplaces. Social media impact workplaces in many aspects, which including a company's internal management and communication as well as the external connection with customers. By using pilot study to test the research question in advance, the research survey is able to be carried out among participants. The final survey data indicate that social media helps to strengthen organization management and influence the operating ways in terms of the employee recruitments, trainings, and workplace management, etc. This research paper explores the positive impacts that social media brings in organizations and draws a conclusion about the significant benefits of social media in the Chinese workplaces, and this research project finds out that social media is a useful tool for these workplaces.*

**Keywords:** *Chinese, Chinese workplace, Social Media, Employee Recruitments, Employee Trainings, Corporation Management, Social Media Influences*

## INTRODUCTION

In recent decades, China has seized the precious opportunities generated by Internet era, and the Internet has changed the way Chinese people see the world and the way they communicate with each other. Up to December 2017, the number of internet users has reached 772 million in China (Fu, 2019). Social media is one of the most successful products of the Internet, catching rapid attention from a number of Internet users. Social media play an important role in disseminating information, ideas and influence among their users. Today, social media have evolved into online social networks such as Internet, Facebook, Twitter and LinkedIn, etc. (Lu, Wen, & Cao, 2014).

In China, Weibo and WeChat have achieved unprecedented usage as important social media platforms for Chinese users and consumers, and companies are able to collect data from those social media platforms effectively (Xu et al., 2016). Information, like images, text, audio and video, can be spread through social media platforms quickly. Also, social media enable individuals those who have similar interests to connect together with devices (Lu et al., 2014).

A number of companies have realized that social media can achieve many things that beyond their expectations, such as engagement, administration, recruitment as well as collaborative learning (Pramod & Bharathi, 2001). Especially, a heavy number of social media users, like WeChat users, are making a huge potential for Chinese markets and industries (Ashraf, Hou, & Ahmad, 2019). In workplace, social media do create coherence in work activities in a decentralized environment, and social media can contribute to companies' knowledge work and potential linking force. Moreover, social media could direct companies' future developing trend in such a digital, dynamic and decentralized workplace environment (Forsgren & Byström, 2018).

When considering how employees gain value from various kinds of social networking, social media technologies directly contribute to the internal and external communication in organizations, teams and individuals, by enhancing knowledge sharing, problem solving, coordination, and collaboration in workplaces (Davison, Ou, Martinsons, Zhao, & Du, 2014). This research will explore the important influences that social media impose to the workplaces of China, especially for the employee recruitment and employee training parts.

Compared with the social media platforms in other countries, Weibo, WeChat, Tencent QQ, Ren Ren and LinkedIn are the social media that have been used frequently in China. Social media have totally changed the way people interact information and data, because they enable social media help employees improve their Instant Messaging (IM) systems in workplace (Cho, Trier, & Kim, 2005).

## **LITERATURE REVIEW - BACKGROUND**

There appears to be many in the existing literature focusing on the importance of social media in the workplace, especially for human resources and recruitment, but social media can also be confusing and scary if users lack the understanding of its function (Headworth, 2015). In Chinese workplace, people used to follow the traditional management style rather than make use of social media, and now, face-to-face interactions and Social media is becoming the most effective tools for corporations in China (Men & Hung-Baesecke, 2015). By using social media, people who have the same talents and interests can be brought together regardless on the time and location, which may turn out to be that people are learning and sharing anytime they want (Conner, 2014).

### **Social Media in Chinese Workplace**

Social media is online tools for members of the public to support creative sharing, create and edit content, and build relationships through interaction and collaboration (Abrahams, Jiao,

Wang, & Fan, 2012). Although there are various presentations of Chinese companies in the world, Chinese corporations are seeking for innovation in a typically Chinese way, which is the progressive innovation (Greeven & Yip, 2019). Media-rich collaboration models, such as text, images, and videos, can provide powerful means of knowledge exchange and integration, and they can be used for corporations to have open innovation (Mount & Martinez, 2014).

### **Employee Recruitments**

Human resources professionals are more engaged in social networking websites in recent years, and they are considering these social media as more effective tools (Nikolaou, 2014). Andy Headworth (2015) states that social media have been used for several years in companies' recruitment around the world, and social media like LinkedIn, Facebook, Twitter, Instagram, YouTube and WeChat, etc. In Andy's book, he also shows a case of the famous company Spotify, which recruits employees by using the biggest social network – Facebook. By using social media platforms properly, employees are able to deliver messages in a more understandable way (Breugh & Starke, 2000).

### **Employee Training**

Improved employee communication, collaboration and training in organizations can be boosted by social media technologies (Archer-Brown, Marder, Calvard, & Kowalski, 2018). According to the research sample of Polachek's (2010) study, employees don't have to pay fees for more than 73% of the training courses. Training and education with social media can provide varieties, and for example, a combination of technology, platform and space. Charles Wankel's (2012) book also mentions a finding that educators use social media mostly for the purpose of informal learning and only a small part of them use social media for formal learning, and the educators regard social media as a learning tool rather than teaching device.

### **Social Media Influences**

Social media is popular platforms for employees where they can have collaborative learning and information sharing (Wankel, 2012). Meanwhile, social media have positive impacts and negative impacts. For those who want to find a belonging in their new community, they may engage in social media for interactions, and social media allow the online interaction to happen. However, social media may bring some legal issues and ethical issues, which related to criminal problems and privacy invasions (Noor Al-Deen & Hendricks, 2011).

Collaborative projects in Social media is made for exchanging knowledge and sharing experience. Based on the ideas of Olivas-Lujan and Bondarouk (2013), for corporations, social media enable to enhance a better understanding between companies and their employees. Plus, social media can provide free but valuable feedback between companies and employees, and it can save much time and money in communication. Effective internal communication is vital within a corporation, and the innovation social media tools bring many benefits. It is because that web-based and easy to use, and the powerful social media offer companies with new opportunities.

## **STATEMENT OF HYPOTHESIS**

Based on the existing body of knowledge reported above, the following hypotheses are derived. If social media platforms are well used in Chinese workplaces, then positive influences will be brought in terms of employee management.

The reason why this research question has been come up with is that the prior social media impact related researches are conducted in other countries, e.g. Canada, America, South Korean, and Japan, etc., while few social media researches are developed in the area of China. Thus, a research question exploring the impacts of social media in the Chinese workplaces is put forward to investigate the benefits of social media in China.

**Research Question (RQ): How do social media benefit Chinese workplaces?**

H1: Regarding employee recruitment

1a – Employee recruitment will be easier with social media

1b – Social media have no influence on employee recruitment

H2: Regarding employee training

2a – Employee training will be easier with social media

2b – Social media have no influence on employee training

## **METHODOLOGY**

The requirement of this research can be divided into three parts, which are data, facilities and analytics (Batrinca & Treleaven, 2015). Thus, this research program used two method to test the research question of this program “How do social media benefit Chinese workplaces?”.

One method is the qualitative pilot method, and another method is the quantitative instrumentation design method. These two research methods are legitimate, and the explanations are follows.

### **Pilot Study - Qualitative Method**

From the viewpoint of objectives perspective, this research is an exploratory research, and this research works on the influences of social media in Chinese workplaces. Thus, by giving personal interview and having discussions among some employees and HRs in Chinese workplaces, a qualitative pilot study is taken to test the unique research question of this research program first, and the pilot test could help to determine whether the research question is feasible or not.

Based on the personal interview in Chinese workplaces, the interviewees are able to understand the research question “How do social media benefit Chinese workplaces?”, and they could explain their thoughts in detail. The success in pilot test indicated that the research question is suitable for exploring the social media impacts on the workplaces in China.

Meanwhile, the results from qualitative method could be referred to the quantitative method in the next step.

### **Instrumentation Design - Quantitative Method**

Quantitative research method is also used in the research, which is the online-testing survey. 14 survey questions in total are designed based on the qualitative pilot study results. A random sample of 193 adolescents are provided the survey questions, and the participants included students, employee as well as HRs. Because the research purpose is to find the social media impact in Chinese workplaces, and in order to find more accurate research results, people who have already been in the workplaces (employees and HRs) and people who would have been in workplaces soon (students) are all invited to finish the online survey questions.

According to the personal interview and discussion, the 14 online survey questions are designed based on three aspects: Employee Recruitment, Employee Training, and Benefits of Social Media. Using the quantitative method, statistical measurements of data could be collected through surveys. Then, by rearranging and analyzing those data, the final data analysis report is able to be given.

#### ***1. Survey Question on Employee Recruitment in Chinese Workplaces***

Seven options are presented as possible responses for the question:

- Source and Attraction
- Analysis and Identify
- Select Applicants
- Interview Candidates
- Assessment of Performance
- Ways of Communication
- Recruitment and Hire

## ***2. Survey Question on Employee Training in Chinese Workplaces***

Eight alternatives are given to measure training with social media:

- Training Cost-saving
- Access of Training Information
- Ways of Employee Training
- Usage of Social Media
- Communication Channels
- Working Relationship
- Skills Improvement
- Performance Evaluation

## ***3. Survey Question on the Benefits of Social Media in Chinese Workplaces***

Based on the frequency of repeated responses in the Pilot Study, the impact of social media can be divided into several parts:

- Source of Information for Recruitment
- Forms of Text, Picture, Audio and Video
- Interview Process Online
- Employee Performance Monitoring
- Communication Channels
- Employee Job Training

## **ANALYSIS AND FINDINGS / RESULTS**

The purpose of this research is to explore the positive impacts that social media brings in the Chinese workplaces. Finally, during the research survey process, a total number of 193 online survey questionnaire responses are collected among students, employees, and people who are

responsible for human resources in organizations. More specific and detailed data are showed below. Based on these data, a flowing analysis are concluded.

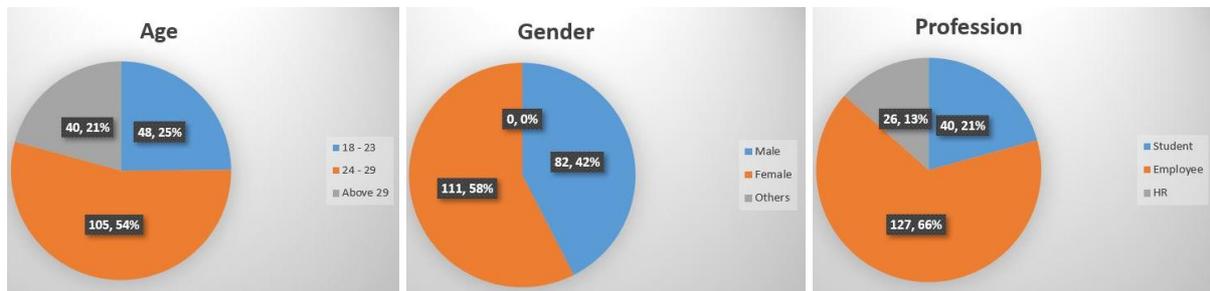


Table 1.1. Age

Table 1.2. Gender

Table 1.3. Profession

The three pie charts in Table 1 show that the majority of the survey respondents are people who are between 24 to 29 years old. Plus, the composition of male is 42%, and 58% for female. Nearly two thirds of the questionnaire participants are employees in the Chinese workplaces, and the rest one third of them are students or HRs.

According to this survey, the two social media platforms related to job-seeking and job-recruitment that these respondents use most frequently are LinkedIn and WeChat, and 72% participants chose to use these two social media app. When talking about the social media usage time, more than 50% participants used social media around 1 to 3 hours a day.

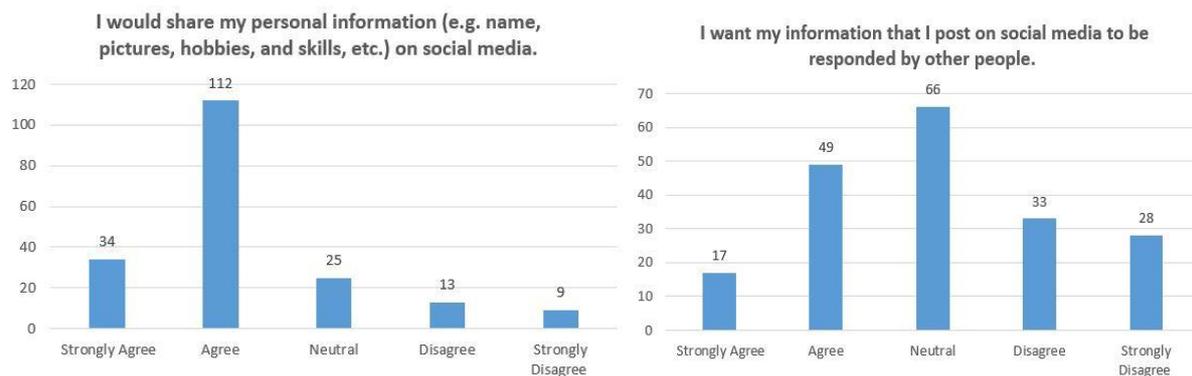


Table 2.1. Share Personal Information

Table 2.2. Wiliness of being Responded

The two bar charts in Table 2 shows 75% of the participants agreed or strongly agreed that they are willing to share their personal information on social media, and 35% of the participants wanted their information posted on social media to be responded by others.

Socialization can be regarded as needs, and the satisfaction of such needs depends on the attention of others. Table 2.2. indicates one third respondents wanted to be noticed by others, while one third respondents are not, and the rest one third held a neutral attitude.

Furthermore, around 60% participants thought social media can help them find the jobs that they are satisfied with and social media is helpful during the recruitment process. In addition, a question is set in this questionnaire asking that if they are HRs, would they look up the social media platform for more information about applicants. 42% participants said they would do that, and 41% held the neutral answer. In this research, a qualitative pilot study is taken to collect data from personal interview, and several HRs and employees (2 HRs and 4 employees) are invited to answer the research question. The opinion from HR is that social media platforms have been used by them as a standard for screening talents, and the social media of applicants could also become another "life resume", so they are willing to look up the social media platform of the applicants for more detailed and personal information which may not be shown on their work resume. The opinion from employee is that recruitment through social media could have a very convenient communication, and they thought HRs would find a more detailed self-description about them.



Table 3.1. Daily Learning and Training

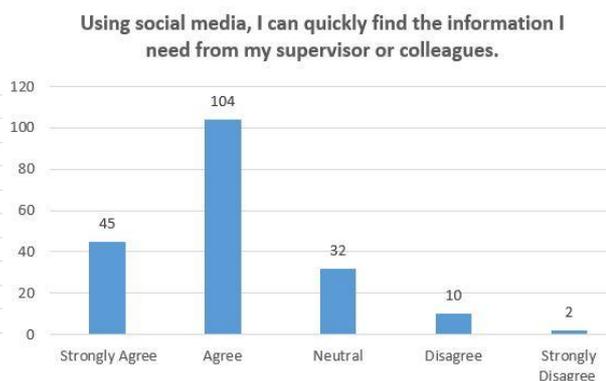
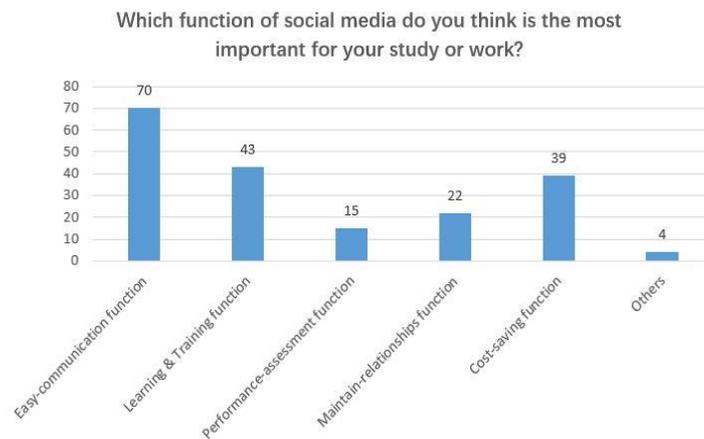


Table 3.2. Getting Information Needed

The two bar charts in Table 3 show the important functions that social media could have within organizations. According to the questionnaire results, about 70% participants

thought social media is essential for organizations' daily learning and training process. Over 77% respondents agreed or strongly agreed that social media enabled them to quickly find the information they need. Based on the qualitative pilot study of this research, most of the interviewee held a view that using social media could promote learning project effectively and drive more innovative communication and collaborations between colleagues. Another question in this questionnaire asked participants that whether social media could improve the effectiveness among a team or teams, and 93% respondents said yes. This indicates that one of the advantages of social media is the effectiveness-improvement.



*Table 4. The Most Important Function of Social Media*

Further survey answer of this research, shown in Table 4, indicates that the most important function of social media is the easy-communication function. Then, participants are focusing on the learning and training function of social media. After that, social media could help organizations or individuals to save costs, because most social media platform provide free basic function for users. In addition, rational use of social media could maintain and optimize employment relationships so that it would bring more opportunities. Another important function of social media is the performance-assessment, and by using social media assessment, organizations would evaluate employees in a visual way.

| Scale Reliability Statistics |       |
|------------------------------|-------|------------------------------|-------|------------------------------|-------|------------------------------|-------|
| Cronbach's $\alpha$          |       | Cronbach's $\alpha$          |       | Cronbach's $\alpha$          |       | Cronbach's $\alpha$          |       |
| scale                        | 0.759 | scale                        | 0.949 | scale                        | 0.905 | scale                        | 0.896 |

| Scale Reliability Statistics |       | Scale Reliability Statistics |       | Scale Reliability Statistics |       | Scale Reliability Statistics |       |
|------------------------------|-------|------------------------------|-------|------------------------------|-------|------------------------------|-------|
| Cronbach's $\alpha$          |       | Cronbach's $\alpha$          |       | Cronbach's $\alpha$          |       | Cronbach's $\alpha$          |       |
| scale                        | 0.863 | scale                        | 0.815 | scale                        | 0.780 | scale                        | 0.674 |

Table 5. Reliability Analysis Statistics - Cronbach's alpha

According to Table 5 statistics and Cronbach's alpha statistic, most survey results are acceptable because they are bigger than or equal to 0.7, which means the test measures are reliable (Cronbach, 1951). However, the last survey question may not be so reliable because its Cronbach's alpha in reliability statistics is lower than 0.7, which implies that there may be some errors in this measurement when asking whether the team effectiveness will be improved by using social media.

| KMO Measure of Sampling Adequacy |       |
|----------------------------------|-------|----------------------------------|-------|----------------------------------|-------|----------------------------------|-------|
| MSA                              |       | MSA                              |       | MSA                              |       | MSA                              |       |
| Overall                          | 0.904 | Overall                          | 0.847 | Overall                          | 0.915 | Overall                          | 0.926 |
| Strongly Agree                   | 0.883 | Strongly Agree (2)               | 0.982 | Strongly Agree (3)               | 0.955 | Strongly Agree (4)               | 0.941 |
| Agree                            | 0.798 | Agree (2)                        | 0.828 | Agree (3)                        | 0.822 | Agree (4)                        | 0.857 |
| Neutral                          | 0.933 | Neutral (2)                      | 0.813 | Neutral (3)                      | 0.868 | Neutral (4)                      | 0.911 |
| Disagree                         | 0.963 | Disagree (2)                     | 0.815 | Disagree (3)                     | 0.969 | Disagree (4)                     | 0.954 |
| Strongly Disagree                | 0.967 | Strongly Disagree (2)            | 0.818 | Strongly Disagree (3)            | 0.988 | Strongly Disagree (4)            | 0.977 |

| KMO Measure of Sampling Adequacy |       | KMO Measure of Sampling Adequacy |       | KMO Measure of Sampling Adequacy |       | KMO Measure of Sampling Adequacy |       |
|----------------------------------|-------|----------------------------------|-------|----------------------------------|-------|----------------------------------|-------|
| MSA                              |       | MSA                              |       | MSA                              |       | MSA                              |       |
| Overall                          | 0.920 | Overall                          | 0.898 | Overall                          | 0.913 | Overall                          | 0.895 |
| Strongly Agree (5)               | 0.969 | Strongly Agree (6)               | 0.877 | Strongly Agree (7)               | 0.892 | Strongly Agree (8)               | 0.801 |
| Agree (5)                        | 0.860 | Agree (6)                        | 0.797 | Agree (7)                        | 0.823 | Agree (8)                        | 0.795 |
| Neutral (5)                      | 0.855 | Neutral (6)                      | 0.896 | Neutral (7)                      | 0.918 | Neutral (8)                      | 0.977 |
| Disagree (5)                     | 0.955 | Disagree (6)                     | 0.985 | Disagree (7)                     | 0.977 | Disagree (8)                     | 0.989 |
| Strongly Disagree (5)            | 0.979 | Strongly Disagree (6)            | 0.992 | Strongly Disagree (7)            | 0.991 | Strongly Disagree (8)            | 0.996 |

Table 6. Principal Component Analysis Statistics – KMO Measure of Sample Adequacy

Furthermore, in the analysis of the principal components, few scale had the MSA result in this survey that is lower than 0.8, and Table 6 indicated the research survey sampling is

adequate (Stephanie, 2016). Many correlated variables on each factor enabled the sample to be reliable enough.

| Factor   | Indicator             | Estimate | SE      | Z    | p      |
|--|-----------------------|----------|---------|------|--------|
| Willing to Share personal information                  | Strongly Agree        | 3.411    | 0.1745  | 19.5 | < .001 |
|  | Strongly Disagree     | 0.902    | 0.0481  | 18.8 | < .001 |
|  | Disagree              | 1.303    | 0.0684  | 19.1 | < .001 |
|  | Neutral               | 2.506    | 0.1291  | 19.4 | < .001 |
|  | Agree                 | 11.281   | 0.5718  | 19.7 | < .001 |
| Want information responded by others                   | Strongly Agree (2)    | 1.702    | 0.0887  | 19.2 | < .001 |
|  | Agree (2)             | 4.923    | 0.2501  | 19.7 | < .001 |
|  | Disagree (2)          | 3.306    | 0.1697  | 19.5 | < .001 |
|  | Strongly Disagree (2) | 2.806    | 0.1444  | 19.4 | < .001 |
|  | Neutral (2)           | 6.627    | 0.3361  | 19.7 | < .001 |
| Social media is helpful for finding jobs               | Strongly Agree (3)    | 3.705    | 0.1901  | 19.5 | < .001 |
|  | Agree (3)             | 7.932    | 0.4018  | 19.7 | < .001 |
|  | Neutral (3)           | 4.617    | 0.2351  | 19.6 | < .001 |
|  | Strongly Disagree (3) | 1.101    | 0.0583  | 18.9 | < .001 |
|  | Disagree (3)          | 2.002    | 0.1039  | 19.3 | < .001 |
| Social media is essential for applicants and HR        | Strongly Agree (4)    | 3.104    | 0.1597  | 19.4 | < .001 |
|  | Agree (4)             | 8.232    | 0.4170  | 19.7 | < .001 |
|  | Neutral (4)           | 4.505    | 0.2307  | 19.5 | < .001 |
|  | Disagree (4)          | 2.701    | 0.1395  | 19.4 | < .001 |
|  | Strongly Disagree (4) | 0.801    | 0.0431  | 18.6 | < .001 |
| HR would use social media for more information         | Strongly Agree (5)    | 1.302    | 0.06839 | 19.0 | < .001 |
|  | Agree (5)             | 6.717    | 0.34167 | 19.7 | < .001 |
|  | Neutral (5)           | 7.916    | 0.40258 | 19.7 | < .001 |
|  | Disagree (5)          | 2.205    | 0.11393 | 19.4 | < .001 |
|  | Strongly Disagree (5) | 1.254    | 0.06595 | 19.0 | < .001 |
| Social media is useful for daily learning and training | Strongly Agree (6)    | 4.114    | 0.20988 | 19.6 | < .001 |
|  | Agree (6)             | 9.027    | 0.45785 | 19.7 | < .001 |
|  | Neutral (6)           | 5.614    | 0.28603 | 19.6 | < .001 |
|  | Disagree (6)          | 0.501    | 0.02780 | 18.0 | < .001 |
|  | Strongly Disagree (6) | 0.101    | 0.00719 | 14.0 | < .001 |
| Social media can help find information quickly         | Strongly Agree (7)    | 4.509    | 0.23047 | 19.6 | < .001 |
|  | Agree (7)             | 10.432   | 0.52862 | 19.7 | < .001 |
|  | Neutral (7)           | 3.207    | 0.16458 | 19.5 | < .001 |
|  | Disagree (7)          | 1.001    | 0.05324 | 18.8 | < .001 |
|  | Strongly Disagree (7) | 0.200    | 0.01246 | 16.1 | < .001 |
| Social media would improve team effectiveness          | Strongly Agree (8)    | 6.713    | 0.34189 | 19.6 | < .001 |
|  | Agree (8)             | 11.233   | 0.56919 | 19.7 | < .001 |
|  | Neutral (8)           | 0.902    | 0.04811 | 18.7 | < .001 |
|  | Disagree (8)          | 0.401    | 0.02271 | 17.6 | < .001 |
|  | Strongly Disagree (8) | 0.100    | 0.00720 | 13.9 | < .001 |

*Table 7. Confirmatory Factor Analysis Statistics*

From Table 7, the values of standard error are small, which indicated that the sample mean is a relatively good and accurate reflection of the actual population mean. The

confirmation factor analysis results show the sample measurements are consistent with the research factors, and the hypothesized model is based on the information from the pilot study and theory.

## **CONCLUSIONS AND PRACTICAL IMPLICATIONS**

According to the research data, the key function of social media in Chinese workplace is the communication function. When Social media is used in the workplace, social media not only enlarge the communication function, but social media also plays an essential role in the Chinese workplaces in terms of employee recruitment as well as employee training. With the rapid development of China's economy, the competition of Chinese organizations has gradually turned into competition for talents (Zhang, Cooper, Deng, Parker, & Ruefli, 2010). Recruiting the right employees can supplement the high-quality talents of most companies and achieve the sustainable development of the organization. It is of great significance for companies to use social media tools to train employees. The traditional staff training mode is mainly carried out through face-to-face communication in a single form, while the application of new media makes the communication channels among employees, trainers and leaders increase, and is conducive to the smooth implementation of relevant training and publicity activities.

There is no doubt that social media has giant positive impacts on Chinese workplaces. Social media helps to strengthen enterprise management. The positive effects of social media publicity on enterprise management mainly include information sharing, accelerating information dissemination, and enriching communication methods. The results of this research show that social media can be used to have a more easily and quickly contact with a wider range of employees to obtain and disseminate information, proving that the use of social media has a positive effect on information dissemination within the enterprise. For the

common development of enterprises and employees, social media should be applied to the company management system to play its role.

## **LIMITATIONS AND FUTURE RESEARCH**

Considering the limitations of the research results, the sample size of the pilot test is not sufficient enough, and only 6 participants are invited in the qualitative study. In addition, the objects of this research survey have limitations. The main three research objects of survey respondents are students, employees and HRs, so their responds may not directly reflect the whole Chinese workplace situation. Also, the usage of social media depends on what the type of this organization is. There are not enough kinds of companies to be studied in this survey, and there are not enough kinds of jobs that the survey respondents are doing, so the limitations of this sample are obvious. Social media tools are informal and unregulated for information collection, sharing, and communication (Moorhead et al., 2013). Thus, the benefits of using social media in Chinese workplaces in this research may not be studied in an official way.

It is possible that future research, by choosing a bigger sample in more extensive dimensions, may result in more comprehensive and accurate results. Future research about different types of the Chinese workplaces can be developed. For example, a study about the benefits of social media in different organizations, in media companies, industrial companies, foreign companies, and government-owned companies, etc., can improve the reliability and accuracy of this research. These are speculations, and future research would be necessary if the possibilities need to be tested. Social media is a tool and platform for people to share opinions, insights, experiences and opinions with each other.

**REFERENCES**

- Abrahams, A. S., Jiao, J., Wang, G. A., & Fan, W. (2012). Vehicle defect discovery from social media. *Decision Support Systems*, *54*(1), 87–97.  
<https://doi.org/10.1016/j.dss.2012.04.005>
- Archer-Brown, C., Marder, B., Calvard, T., & Kowalski, T. (2018). Hybrid social media: Employees' use of a boundary-spanning technology. *New Technology, Work and Employment*, *33*(1), 74–93. <https://doi.org/10.1111/ntwe.12103>
- Ashraf, R. U., Hou, F., & Ahmad, W. (2019). Understanding Continuance Intention to Use Social Media in China: The Roles of Personality Drivers, Hedonic Value, and Utilitarian Value. *International Journal of Human–Computer Interaction*, *35*(13), 1216–1228. <https://doi.org/10.1080/10447318.2018.1519145>
- Batrinca, B., & Treleaven, P. C. (2015). Social media analytics: A survey of techniques, tools and platforms. *AI & SOCIETY*, *30*(1), 89–116. <https://doi.org/10.1007/s00146-014-0549-4>
- Bondarouk, T., & Olivás-Lujan, M. R. (Eds.). (2013). *Social media in human resources management* (First edition). United Kingdom: Emerald.
- Breaugh, J. A., & Starke, M. (2000). Research on Employee Recruitment: So Many Studies, So Many Remaining Questions. *Journal of Management*, *26*(3), 405–434.  
<https://doi.org/10.1177/014920630002600303>
- Cho, H.-K., Trier, M., & Kim, E. (2005). The Use of Instant Messaging in Working Relationship Development: A Case Study. *Journal of Computer-Mediated Communication*, *10*(4), 00–00. <https://doi.org/10.1111/j.1083-6101.2005.tb00280.x>
- Conner, M. L. (2014). Social learning augmented by social media: Creating better organizations for a better world. *Development and Learning in Organizations: An International Journal*. <https://doi.org/10.1108/DLO-07-2014-0058>

- Cronbach, L. J. (1951). Coefficient alpha and the internal structure of tests. *Psychometrika*, 16(3), 297–334. <https://doi.org/10.1007/BF02310555>
- Davison, R. M., Ou, C. X. J., Martinsons, M. G., Zhao, A. Y., & Du, R. (2014). The communicative ecology of Web 2.0 at work: Social networking in the workspace. *Journal of the Association for Information Science and Technology*, 65(10), 2035–2047. <https://doi.org/10.1002/asi.23112>
- Forsgren, E., & Byström, K. (2018). Multiple social media in the workplace: Contradictions and congruencies. *Information Systems Journal*, 28(3), 442–464. <https://doi.org/10.1111/isj.12156>
- Fu, Y. (2019). CNNIC Publishes The 43rd Statistical Report on Internet Development. *EqualOcean*. Retrieved from <https://equalocean.com/internet/20190301-cnnic-publishes-the-43rd-statistical-report-on-internet-development>
- Greeven, M. J., & Yip, G. S. (2019). Six paths to Chinese company innovation. *Asia Pacific Journal of Management*. <https://doi.org/10.1007/s10490-018-9635-3>
- Headworth, A. (2015). *Social Media Recruitment: How to Successfully Integrate Social Media into Recruitment Strategy*. Retrieved from <http://ebookcentral.proquest.com/lib/wenzhou-kean/detail.action?docID=2039624>
- Lu, Z., Wen, Y., & Cao, G. (2014). Information diffusion in mobile social networks: The speed perspective. *IEEE INFOCOM 2014 - IEEE Conference on Computer Communications*, 1932–1940. <https://doi.org/10.1109/INFOCOM.2014.6848133>
- Men, L. R., & Hung-Baesecke, C. F. (2015). Engaging employees in China: The impact of communication channels, organizational transparency, and authenticity. *Corporate Communications: An International Journal*, 20(4), 448–467. <https://doi.org/10.1108/CCIJ-11-2014-0079>

- Moorhead, S. A., Hazlett, D. E., Harrison, L., Carroll, J. K., Irwin, A., & Hoving, C. (2013). A New Dimension of Health Care: Systematic Review of the Uses, Benefits, and Limitations of Social Media for Health Communication. *Journal of Medical Internet Research, 15*(4), e85. <https://doi.org/10.2196/jmir.1933>
- Mount, M., & Martinez, M. G. (2014). Social Media: A Tool for Open Innovation. *California Management Review, 56*(4), 124–143. <https://doi.org/10.1525/cmr.2014.56.4.124>
- Nikolaou, I. (2014). Social Networking Web Sites in Job Search and Employee Recruitment: Using Social Networking Web Sites. *International Journal of Selection and Assessment, 22*(2), 179–189. <https://doi.org/10.1111/ijsa.12067>
- Noor Al-Deen, H. S., & Hendricks, J. A. (2011). *Social Media: Usage and Impact*. Retrieved from <http://ebookcentral.proquest.com/lib/wenzhou-kean/detail.action?docID=795614>
- Polachek, S. W. (Ed.). (2010). *Jobs, training and worker well-being* (1. ed). Bingley: Emerald.
- Pramod, D., & Bharathi, S. V. (2001). Social Media Impact on the Recruitment and Selection Process in the Information Technology Industry. *Http://Services.Igi-Global.Com.Ezproxy.Wku.Edu.Cn:2048/Resolvedoi/Resolve.aspx?Doi=10.4018/IJH-CITP.2016040103*. Retrieved from <http://www.igi.global.com/article/social-media-impact-on-the-recruitment-and-selection-process-in-the-information-technology-industry/148609>
- Stephanie. (2016, May 11). Kaiser-Meyer-Olkin (KMO) Test for Sampling Adequacy. Retrieved October 28, 2019, from Statistics How To website: <https://www.statisticshowto.datasciencecentral.com/kaiser-meyer-olkin/>
- Wankel, C. (2012). Educating Educators with Social Media. *Development and Learning in Organizations: An International Journal*. <https://doi.org/10.1108/dlo.2012.08126caa.012>

- Xu, Z., Liu, Y., Yen, N., Mei, L., Luo, X., Wei, X., & Hu, C. (2016). Crowdsourcing based Description of Urban Emergency Events using Social Media Big Data. *IEEE Transactions on Cloud Computing*, 1–1. <https://doi.org/10.1109/TCC.2016.2517638>
- Zhang, W., Cooper, W. W., Deng, H., Parker, B. R., & Ruefli, T. W. (2010). Entrepreneurial talent and economic development in China. *Socio-Economic Planning Sciences*, 44(4), 178–192. <https://doi.org/10.1016/j.seps.2010.04.003>

**APPENDIX****Questionnaire****Survey Questionnaire of the Social Media Impacts in Chinese Workplaces****Introduction**

This questionnaire is designed as part of my senior thesis programme in Wenzhou-Kean University titled “Social Media Impacts on the Workplaces in China”. This major purpose of this programme is to explore the vital functions and important influences that social media brings to the Chinese workplaces. I request you to kindly answer the questions below and your opinions in this questionnaire. The data you provided and shared in this questionnaire will definitely be very useful and helpful for this research programme.

**Confidentiality**

Thank you for your effort to this research programme. Please remember that the responses to this survey of yours will be anonymous, but for the purposes of this programme, your opinions and comments will not be anonymous. As the researcher of this programme, I will try my best to preserve your confidentiality. If you have any question at any time about this programme, you may contact me with the investigator information given below.

**Investigator Information**

Li Yunyun (Lynn)

+86-13516864788 / [liyuny@kean.edu](mailto:liyuny@kean.edu)

88 daxue Rd, Ouhai, Wenzhou, Zhejiang, China

**Please complete the following questions by choosing the appropriate answer box.**

**Thank you for your cooperation!**

**1. Your Gender:**

- Male
- Female
- Others

**2. Your Age:**

- 18-23
- 24-29
- Above 29

**3. Your profession:**

- A student
- An employee
- Human Resources (HR)

**4. How long do you use social media within a day when you are at study or work?**

- 0 - 1 hour
- 1 - 3 hours
- 3 - 5 hours
- More than 5 hours

**5. If you are applying for a job, you would use which social media platform most often?**

- LinkedIn

- Facebook
- Tencent QQ
- WeChat
- Weibo
- Others \_\_\_\_\_

**6. I would share my personal information (e.g. name, pictures, hobbies, and skills, etc.) on social media.**

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

**7. I want my information that I post on social media to be responded by other people.**

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

**8. I think social media is a useful tool to help me find a job that I am satisfied with.**

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

**9. Social media is important for applicants and HR during the recruitment process.**

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

**10. If I am an HR, I would look up the social media platforms of applicants for more information about them.**

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

**11. Social media is an essential tool for organizations during the daily learning and training process.**

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

**12. Using social media, I can quickly find the information I need from my supervisor or colleagues.**

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

**13. I think using social media in a team would improve the effectiveness among team members.**

- Strongly Agree
- Agree
- Neutral

- Disagree
  
- Strongly Disagree

**14. Which function of social media do you think is the most important for your study or work?**

- Easy-communication function
  
- Learning & Training function
  
- Performance-assessment function
  
- Maintain-relationships function
  
- Cost-saving function
  
- Others \_\_\_\_\_

## Data Collection

### 1. Pilot Study - Qualitative Method

| Interviewee | Thoughts   |
|-------------|--|
| HR 1        | Social media is meaningful for human resource management, because they look for candidates on the social media platforms and accumulate contacts for more information.   |
| HR 2        | The development trend of social media and social network is obvious, and it has gradually become the main channel for people to communicate, which is a new field for human resource management to be tapped.              |
| Employee 1  | The use of the company's social platform makes it easier for employees to integrate into the work environment, thus showing greater work efficiency, which makes it easy to get the information they need in a short time. |
| Employee 2  | Social media is making no difference in the Chinese workplace, and what is the most important for employees is the work motivation.  |
| Employee 3  | The company's social platform helps new employees increase their understanding of the company and their work, helping older employees become more united and making them more competitive.                                 |
| Employee 4  | The employee training provided by the company's social platform allows employees to learn skills through the Internet, and the presentation of online teaching can better ensure the high efficiency of training.          |

### 2. Instrumentation Design - Quantitative Method

| Question | Answer |
|----------|--------|
|----------|--------|

|  |                   |     |
|--|-------------------|-----|
| 1. Your Gender:  | Male              | 82  |
|  | Female            | 111 |
|  | Others            | 0   |
| 2. Your Age:   | 18 - 23           | 48  |
|  | 24 - 29           | 105 |
|  | Above 29          | 40  |
| 3. Your profession:  | Student           | 40  |
|  | Employee          | 127 |
|  | HR                | 26  |
| 4. How long do you use social media within a day when you are at study or work?                            | 0 - 1 hour        | 36  |
|  | 1 - 3 hours       | 105 |
|  | 3 - 5 hours       | 38  |
|  | More than 5 hours | 14  |
| 5. If you are applying for a job, you would use which social media platform most often?                    | LinkedIn          | 72  |
|  | Facebook          | 16  |
|  | Tencent QQ        | 21  |
|  | WeChat            | 67  |
|  | Weibo             | 8   |
|  | Others            | 9   |
| 6. I would share my personal information (e.g. name, pictures, hobbies, and skills, etc.) on social media. | Strongly Agree    | 34  |
|  | Agree             | 112 |
|  | Neutral           | 25  |
|  | Disagree          | 13  |
|  | Strongly Disagree | 9   |

|  |                   |    |
|--|-------------------|----|
| 7. I want my information that I post on social media to be responded by other people.                        | Strongly Agree    | 17 |
|  | Agree             | 49 |
|  | Neutral           | 66 |
|  | Disagree          | 33 |
|  | Strongly Disagree | 28 |
| 8. I think social media is a useful tool to help me find a job that I am satisfied with.                     | Strongly Agree    | 37 |
|  | Agree             | 79 |
|  | Neutral           | 46 |
|  | Disagree          | 20 |
|  | Strongly Disagree | 11 |
| 9. Social media is important for applicants and HR during the recruitment process.                           | Strongly Agree    | 31 |
|  | Agree             | 82 |
|  | Neutral           | 45 |
|  | Disagree          | 27 |
|  | Strongly Disagree | 8  |
| 10. If I am an HR, I would look up the social media platforms of applicants for more information about them. | Strongly Agree    | 13 |
|  | Agree             | 67 |
|  | Neutral           | 79 |
|  | Disagree          | 22 |
|  | Strongly Disagree | 12 |
| 11. Social media is an essential tool for organizations during the daily learning and training process.      | Strongly Agree    | 41 |
|  | Agree             | 90 |
|  | Neutral           | 56 |
|  | Disagree          | 5  |

|   |                                 |     |
|---|---------------------------------|-----|
|   | Strongly Disagree               | 1   |
| 12. Using social media, I can quickly find the information I need from my supervisor or colleagues. | Strongly Agree                  | 45  |
|   | Agree                           | 104 |
|   | Neutral                         | 32  |
|   | Disagree                        | 10  |
|   | Strongly Disagree               | 2   |
| 13. I think using social media in a team would improve the effectiveness among team members.        | Strongly Agree                  | 67  |
|   | Agree                           | 112 |
|   | Neutral                         | 9   |
|   | Disagree                        | 4   |
|   | Strongly Disagree               | 1   |
| 14. Which function of social media do you think is the most important for your study or work?       | Easy-communication function     | 70  |
|   | Learning & Training function    | 43  |
|   | Performance-assessment function | 15  |
|   | Maintain-relationships function | 22  |
|   | Cost-saving function            | 39  |
|   | Others                          | 4   |