Company-internal Facebook policies: How are private and professional matters separated?

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## Title of thesis:

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### Abstract:

The main purpose of this thesis was to explore: How are personal and work-related uses separated in company-internal Facebook policies? Facebook is the most popular social networking site, allowing private users to share their current life situation in their profiles, to define who can see their profile, and to communicate with their friends.

Facebook is used for both professional company use and private use, and the boundary between them remains unclear. Companies register and create pages to Facebook, because it is a cost-saving choice for marketing and a signal of reliability to customers, who can ask questions about the products or the company.

The practical study was a constructivist, inductive qualitative research, using open and axial coding techniques to make groupings from 30 companies’ Facebook policies. The findings showed that the original basis of easy, informal, and personal communication has somehow been undermined in the Facebook regulations of companies. A typical Facebook policy was moderate restrictive and the regulations considered mostly work-related use. Every fifth policy mentioned that Facebook should be primarily used in free time, if the use is not part of one’s daily tasks in the company.

The most intervening and restrictive rules were found in the grey zone category, where the demands to give out a professional impression were transferred into one’s personal communication. Almost half of the companies claimed that employees are representing the company on Facebook in all circumstances, and therefore should always consider what they publish.

### Keywords:

Facebook, policy, work-life balance, social media, SNS
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1 INTRODUCTION

Facebook is used for both professional and private purposes with a single user profile (Hull et al. 2011:290), making managers unclear how to enhance a boundary between private and professional lives of their personnel. This clear distinction would help to reach high task-effectiveness and work satisfaction among employees. (Kelly, Ernst Kossek, Hammer, Durham, Bray, Chermack, Murphy & Kaskubar 2008)

Facebook is a social networking site (SNS) with a great number of registered users. According to the Alexa website ranking, Facebook is the 2nd most popular Internet site, right after the well-known search machine Google (Alexa 2013). If Facebook were a country, it would be the third largest nation in the world, with nearly double the population of the USA (Auer 2011:710). Facebook is a complex combination of various social contexts and different conceptions of virtual friendship. An average Facebook account is connected with a notable number of ‘friends’ (130 on average), which could never be handled with traditional offline methods only. (Hull et al. 2011:290) The audience for a single Facebook profile post is surprisingly large: Users tend to underestimate their audience, which usually covers 61% of connected profiles during a month. The estimated audience is only 27% of the real total. (Bernstein, Bakshy, Burke & Karrer 2013:1)

As the phenomenon has enlarged from public profile updates about family trips or personal hobbies all the way to political or organizational outrages, these sensitive issues create an enforced need for regulations. Nowadays, the public profile message must be really dramatic (such as violent political actions) in order to reach high attention. (Auer 2011:710) Thus, transparency and quick information sharing has increased in society and organizations. Companies are trying to remind about this rapidness of information sharing in their Facebook policies, in order to counter any lapses from the organization.

Visible Facebook communication by an individual is often considered to be personal in written style, but can nonetheless be regulated by company policies e.g. “be gentle, never argue.” The dual use intention (private vs. organizational) is unclear because of the single profile and this is meant to satisfy both objectives (Bateman, Pike & Butler 2011:79). In order to better understand the visible state of ongoing Facebook messaging of organizational actors, this thesis opens up the regulations for academics and company communication specialists by placing them in relevant categories.
The selected key areas that relate to organizational Facebook communication are (1) style and content requirements of messaging (communication), (2) clearly distinguished private and organizational spheres (work-life balance), and (3) negative implications from mixing these spheres and restricting the free expression (intrusion to privacy zone). Therefore, the subject of this thesis concerns at least two academic areas: Information Systems Science (ISS) and Organizational Behavior (OB). Whereas ISS scientists struggle with issues about Facebook’s effects for employees and their families, OB academics are focusing on different organizational settings in order to improve functionality of organizations (Ott, Parkes & Simpson 2008), for example, by improving perceived work-life balance. Companies are divided between those with positive and suspicious attitudes towards Facebook use during working hours. In the most reluctant companies, Facebook may be banned at the workplace. Still, most of the companies are favorable towards the site.

Companies have vigorously adopted work-life balance programs, but managers are still unclear which new functions really aid to abolish the poor fit between organizational and personal (family) interests. Furthermore the impacts for organizations are not clear for persons in leading positions. (Kelly, Ernst Kossek, Hammer, Durham, Bray, Chermack, Murphy & Kaskubar 2008) As managers struggle with work-life balance questions, so do some specialized academics. S. Ladner (2008) is a scholar of communication and has studied distance work: he states that finding mobile communication related work-life balance literature is hard. Mr. Ladner claims also that most of the articles study social benefits and disadvantages for the individual, but not specifically during a person’s work hours and tasks. (Ladner 2008:472)

The existence of Facebook has enabled a renewed work environment, especially distance work. The traditional concept of work has grown from the physical workplace all the way into employees’ homes. (Ladner 2008:471) Facebook can also be used as a company-internal medium, leading to clear benefits, such as strengthened networking between peers, improved information sharing, and easier communication. (Koch, Gonzalez & Leidner 2012:670) Personal and organizational communication has become entangled, because Facebook is used for both leisure entertainment and for professional communication. If the companies do not regulate Facebook use anyhow, the employees are naturally free to express themselves as they would do as private persons. The persistent and public nature of Facebook profile pages determines the
image of companies and creates an interesting research area, which combines Organizational Behavior and Information Systems Science.

1.1. Background to the problem

Facebook has almost become a necessity at every level of the society, not just among technology geeks. As Facebook became a widespread platform, the scholars have fastened their focus to explain and make theories about the new types of inter-human connections. Facebook is rewriting the communication assumptions and habits of our private and business relationships. (Vallor 2012:185) An article by anonymous writer (2012), published in Contemporary Sociology, concluded that there are many theories around Facebook, but not much empirical research exists to prove or explain the cause-and-effect relationships of Facebook use. One of the keystones in the field, Daniel Miller’s “Tales from Facebook”, measures the social connections in Facebook, but is restricted to a certain context. (Anonymous 2012:124) Companies’ Facebook use has also been left in the shadow.

Facebook acts as a tool for personal entertainment and networking, but also as a medium to get access to and affect various public spheres. As public Facebook user profiles and messages are very visible, those have a great media power to affect opinions. (Auer 2011:709). Facebook use concerns the common issues of social relations, such as power division in the group. In addition to “informal” connections, Facebook is used for increasing group cohesion and problem solving in companies, non-government organizations, unregistered (unofficial) organizations or groups, and governmental bureaus. Virtual teams can be managed effectively on Facebook, but arranging the online meetings and maintaining the group cohesion requires extra effort, surveillance, and support (Ott, Parkes & Simpson 2008:217).

Facebook usage has spread into all the nationally (and internationally) important spheres, including politics, commercial businesses, and healthcare services. The impacts are the growing user amount, and the greater effects on private and corporate lives. Moreover, people with the same or similar ideologies, life values and attitudes are able to find each other, discuss things and change opinions. (Yousif & ALsamydai 2012:85) It also becomes more and more normal for companies to have a public Facebook page and for professional business relationships to be transported to social media. Facebook offers a completely new set of possibilities for commercial companies and other organizations.
Among the generation of technically-oriented individual users, Facebook is an especially good arena for intellectuals and news commentators who question the traditional journalists and organizational specialists, dependable on internal policies. The opinion power of these new neutral online media commentators is defining organizational Facebook communication as well; organizations try to counter this demand by hiring specialists and creating suitable policies that suit to these online media intellectuals. During the development of Facebook, the primary focus has switched from maintaining a positive personal status to taking care of public (i.e. organizational) image. (Auer 2011:709-710)

A Facebook brand community is one of the seminal marketing methods to amplify customer engagement with the company (Gummerus, Liljander, Weman & Pihlström 2012:857-858). Facebook use for organizational purposes leads to real advantages, but the unclear distinction between private and organizational selves also causes some unwanted effects. Both the employee and the company can suffer from time wasting and personal opinions can cause obstacles for career advancement, disinterest towards organizational positions, and extra stress from switching between roles. (Koch, Gonzalez & Leidner 2012:670) The dual role in Facebook communication reflects the difficulty of work-life balance.

If employees are allowed to use Facebook for their private communication in working hours, naturally creates happiness among employees, but organizations must carry the negative burden for task efficiency (Koch, Gonzalez & Leidner 2012:699-670). Facebook builds new and alters old social connections within a company. Facebook also shapes organizations and using Facebook as part of a company’s daily toolset has social implications (Ladner 2008:469). If the employees are allowed to use Facebook for organizational purposes, the related strategic decisions exceed the traditional organizational chart: Those in non-traditional decision-making positions must make decisions on the fly, because customers want quick answers. Facebook has democratized some companies. (Savaspuro 2013)

The perception of correct communication is context-driven in different sub-contexts on Facebook. The dilemma is that the communicator is assumed to change between different roles just as in real-life situations, but Facebook builds on the idea of a single “visit card” that one gives out in the profile page (Hull, Lipford & Latulipe 2011:291). Whereas companies try to counter these problems, not all private users are aware of
their image in social media. However, it is relevant for perception about their personal professionalism and reliability towards the organization. Well-maintained public visibility can even facilitate a person’s career advancement. (Peluchette & Karl 2010:35)

To secure the public organizational image, companies have added external restriction policies for their employees’ public messaging. (Ornstein 2012:195)

1.2. **Scope of the study**

In this thesis I have made a literature review by combining small pieces of literature about Facebook usage in organizations. I also have analyzed internal Facebook policies in order to increase awareness of regulations behind the social media image of employees and companies. My categories present the findings from the perspectives of private and organizational regulations, or from a gray zone perspective between these.

The main purpose of this thesis is to explore: “How are personal and work-related uses separated in company-internal Facebook policies?”

The intention of this study is to create new categories by exploring the collected policies, and thereby answer my research question. The categories should be relevant in explaining the unanalyzed background influences on the Facebook communication of employees. There is not many research works that has focused on using these regulations as research data, so the intention with this study is to create and enhance discussion between academics and companies to complement the knowledge and understanding of both parts.

The study itself is conducted by reviewing internal, written Facebook-policies of 30 companies that are Finnish or have at least one subsidiary in Finland. The selected research method is inductive qualitative analysis. I try to minimize my own pre-assumptions and background knowledge during the analysis, and create new categorizations from these regulations.

In conclusion, the study tries to recognize the areas of interest that are currently under represented in research. After conducting the research phase, the processed company-internal Facebook regulations should offer additional value for other researchers and communications staff in companies.
1.3. Limitations

This thesis considers especially the use of Facebook in work life and the related regulations, but not how communication is affected by the policies. Games and minor applications in Facebook are not introduced either. Instead, the focus is directed at public postings with related photos and videos. This thesis does not examine the process or backgrounds of the policy materials, i.e. whether the policies are ordered from a third party specialist or not. Popularity and usage intentions of Facebook show a substantial variance in different countries and cultures (Anonymous 2012:124). For the sake of simplicity, clear focus, and high quality, the possible effects of national cultures in the regulations are not analyzed separately. There are clones of Facebook in certain nations, company-internal social networking sites, or restricted Facebook groups, which are called colloquially, “Internal Facebooks”. These are only briefly looked at in the corresponding chapters because this thesis concentrates on the public version of Facebook. Companies’ Facebook strategies are created to adjust the Facebook communication to be suitable in terms of the organizational strategy, and thereafter the Facebook strategies are signaled further as Facebook policies. (Light & McGrath 2010:291) Neither are these strategies that align the organizational policies studied, but the concept introduced in the literature review and discussed in the final chapter.

1.4. Terminology

Social networking site (SNS) is a WWW-site that allows for users to create completely or partly disclosed personal profiles. Users can choose which other users they want to connect with, and the system reports a list of all their concurrent connections. (Boyd & Ellison 2007:2)

Web 2.0 means the extended use of World Wide Web technology, bringing media into continual modification in homepages. Common forms of Web 2.0 are blogs, wikis and techniques such as Adobe Flash and RSS. Social networking sites (e.g. Facebook) are not purely Web 2.0, but the technology of Web 2.0 can be seen as a prerequisite for a functioning SNS. (Kaplan & Haenlein 2010:60-61)

Work-life balance refers to an optimal state wherein an employee feels that because of mutual balance private life (family) activities do not suffer from workload (Kalliath & Brough 2008:326).
1.5. **Thesis structure**

The structure of this thesis follows conventional recommendations for an academic thesis, beginning with an introduction to the area of study and selection of the research problem. After the introduction, there follows a literature review of the existing relevant pieces of research within the selected scope. The subsequent methodology chapter explains and presents the suitability of the particular research method. After that, the collected data is presented and analyzed using the selected literature. In the final chapter, conclusive categories are outlined, findings are discussed, and areas of interest for future research are suggested.
2 LITERATURE REVIEW

2.1. Personal Facebook use

2.1.1. The famous Facebook – how does it operate?

Facebook is a social networking site (SNS) and should be distinguished from related mediums, such as Web 2.0 and other social media types in order to understand its special characteristics, and to see the general SNS features that are similar in alternative systems. In every SNS, users have their own information profiles and they can decide who is allowed to see their data. (Kaplan & Haenlein 2010:59-60) SNSs allow users to share their current life situation in their profiles, to define who can see their profile, and to communicate with their friends. Facebook offers remarkably large possibilities to include all kinds of related media in the profile. Pictures, video, and messages in the user profile combine different possibilities from blogs, forums, and content communities (e.g. YouTube).

Facebook is medium, where personal matters such as family, colleagues, hobbies, and personal preferences are visible. The user decides the openness of his or her personal profile page separately for friends (usually completely revealed) and non-friends (narrower disclosure). The different visibility for different people is possible by adjusting system settings to distinguish between close friends, family, casual friends, colleagues etc. Friends are got by a particular friend request function and a friendship requires a mutual acceptance. In Facebook, the common terminology consists of Friends and Profiles. A profile is similar to a bulletin board, where people share their current life situation, which other users – especially friends – can comment upon. (Wankel 2009:252) Facebook vocabulary has become a natural part of daily conversation, especially among the youth. It is has become common in a certain phase of human relationships to suggest Facebook friendship. After a friend request is accepted on Facebook, individuals can use their own profile to communicate about personally important things e.g. “I just wanted to remind you about the meeting next week.” Posts in a friend’s profile are also easy discussion topics for conversations “I saw the party pictures on your profile page!”

Facebook (the company) has made a strategic decision to include free registration to their system. This means that private users get to use all the functions free of charge, which distinguishes the site from many other SNSs (Boyd & Ellison 2007:3). To
compensate for the free use, the user steps aside from some of their independence. They have to predispose themselves to a certain amount of compulsory commercial messaging, which means targeted advertising according to information gleaned from their profile (Krasnova, Spiekermann, Koroleva & Hildebrand 2010:109). Despite the categorization “social networking site” that might conjure up an image of a stable information website all about the user, Facebook is actually an interactive communication medium built on www-technology. Some parts are constant, such as a user’s birthday, full name, and location, in the profile page, whereas the profile messages and chat functions are used for conversations. Even though much of the personal information is stored during the registration process, the user regulates the distribution boundaries.

Facebook builds on the idea of shared profile information, but the user has the right to restrict access for different users or groups (Boyd & Ellison 2007). The messaging culture is really open, reminiscent of meeting a friend on the street; e.g. just asking, “What’s up?” instead of complex meanings and structured sentences (Krasnova, Spiekermann, Koroleva & Hildebrand 2010:113). Facebook was created in 2004 for the exclusive use of Harvard University Students. Later, it was step-by-step broadened to other universities, and finally to public use. Nowadays it is built around a personal profile, where people can replicate normal functions of their life. They can send and receive messages, show recognition to others, and give comments about friends’ life events (Edosomwan, Prakasan, Kouame, Watson & Seymour 2011:82).

Figure 1 below presents the medium level of media richness and high possibility for self-disclosure on Facebook.

![Figure 1](image-url)

**Figure 1**  Facebook as a social networking site (Kaplan & Haenlein 2010:62)
**Blogs** were the first social media based on the revolutionary idea of showing user messages in descending order on a webpage (Kaplan & Haenlein 2010:63). **Collaborative projects** are webpages where multiple users create and edit the same material, or collect and grade common links and audio-visual material (Kaplan & Haenlein 2010:62). **Content communities** are platforms where users can upload pictures, videos or audio, which then become available for other users (Kaplan & Haenlein 2010:63). **Virtual social worlds** imitate real life allowing users to select their current moods, to show their characteristics, and to use many creative ways to self-present (Kaplan & Haenlein 2010:64). **Virtual game worlds** simulate the real world in a 3-D game setting, where users act in the form of their imaginary (optimal) character, completing tasks together (Kaplan & Haenlein 2010:64).

On Facebook it is not only the users themselves who search for information; Facebook filters information itself and presents news and happenings relevant and interesting to users. (Edosomwan et al. 2011:82) Without actively following one’s social sphere, Facebook can keep people well informed about engagements, marriages, divorces, job appointments, and changes of home location among friends, colleagues and relatives. With Facebook, it is easy to congratulate, show recognition or comment on these changes in life situations and the culture is built upon informality and ease of communication.

As Krasnova et al. (2010) point out; asking for an update about a friend’s life is done very informally and naturally on Facebook; just like quickly posing a question when unexpectedly encountering a friend. News feed function includes an automatic filtering of friends’ status updates, showing the most interesting and relevant ones. This is a key characteristic of Facebook, mentioned by Edosomwan et al. (2011). Old information, contacts, settings, and interests are used by the system to create the filters for each user. Easy access to friends’ status updates has resulted in constantly growing number of users.

The population on Facebook is growing exponentially every day, with people from all over the world believed to be using the site to develop new friendships and/or communicate with older friends whom they cannot meet regularly face-to-face. (Al-Saggaf 2011:3) The level of intimacy of a Facebook friendship is a personal choice and can range between a close social tie to a distant quasi-relationship. However, the clear majority of Facebook users prefer to know a person in real life before connecting with them as Facebook friends. (Richardson & Hessey 2009:32)
Facebook users interact with the site with differing intentions when managing their social ties. Some wish to use the virtual friendship for really loose connections and usually restrict information about their personal life away from social media. In contrast to this, some users have a really high threshold to accept a friend, but are more likely to share all their activities within the restricted receiver group. (Bateman, Pike & Butler 2011:82) A Facebook friendship is typically not as comparable to a conventional friendship as the word ‘friend’ would make us to believe. Like the talkative or extremely social people in real life, the most active Facebook users habitually post updates in their profile within minor time-intervals. The status updates become visible as ‘pop-ups’ in the notifications bars of friends.

The latest status updates are easy to track with a function called notifications. The more impersonalized applications put the privacy of friends’ data secondary to the application functionality. Facebook friendships follow the patterns of behavior from daily life. (Hull, Lipford & Latulipe 2011:300)

![Facebook user interface](Destination Marketer 2013)

One key element of success of Facebook is the easy usability: it can be opened in any normal web browser without additional software. Figure 2 illustrates the clear user interface with the list of functions on the left. The globe in the upper bar is the notifications symbol, showing that one new relevant action has happened since...
previous visit. Notifications function makes more people to read the particular information without getting frustrated during the search process (Hull et al. 2011:297).

Facebook helps to communicate between friends who live far away from each other. In addition to aiding the distant relationships, Facebook also strengthens friendships with living near friends. Some even make trial friendships with persons they don’t know, making the relationship more time-consuming, because these virtual friends have never discussed before. When a user has added dozens of friends, Facebook can be used as a medium for informing the friend circle about the latest happenings and news that are relevant for the user. Some friends tend to share these status updates further like virtual reporters. If a user has much of friends, there will probably be some interest for any kind of post. (Manago, Taylor & Greenfield 2012:369)

A special character of status updates is the tendency to disclose very personal information. Facebook culture has broadened the degree of “allowed or socially accepted” disclosure, leading to shared information that traditionally would have been extremely sensitive. (Manago, Taylor & Greenfield 2012:369) However, because of the commercial nature of Facebook, not all news feed communication originates from users’ friends. Facebook has been criticized because user information is used for targeted advertising.

Young people use social media to form and discuss opinions, and to seek support for their opinions. These are related to cultural, administrative, geographic, and economic information that they find important to themselves and easily approachable. (Peterson 2012:60-61) Postings that are targeted to a certain friend or group of friends can easily be shared further, opening up the ‘restricted’ messages. Facebook users tend to realize openness of their account information, but choose to stick faithfully to their favorite social networking site. Users with massive amounts of friends are likely to get attention and recognition from their friends, leading to high life satisfaction rates. The audience of a user has a crucial role to make the user feel that his disclosure has a meaning. Facebook is most satisfying for social persons, allowing them to select socially interesting status updates, which they share further and thereby receive recognition. (Manago, Taylor & Greenfield 2012:369)

The early empirical studies show that real-life relationships are mostly maintained and enforced in Facebook, rather than looking for completely new relationships. Facebook
connections also correspond to a large degree with the conventional real-life friendships of the user. As Facebook usually mirrors realistically the social network of the user, it can be used for self-analysis as well as external investigation of personal social connections. (Vallor 2012:186-194) There are even applications designed to draw a visual map of these connections, where clusters and key persons are easy to recognize.

2.1.1.1. User terms and conditions

Even though Facebook includes user terms, these are impalpable and long, just like legal texts, and despite the existence of rules, users readily choose to avoid reading these. Furthermore, every Facebook application includes a statement of the information that the application can access. Similar to the software license agreements, which users nearly always skip when they install a new computer program, the users of Facebook do not bother reading what information an application can access when agreeing to its use. (Hull et al. 2011:295) The proponents of user rights claim that Facebook should offer more realistic and open information about the ways in which user information is utilized. User rights are concurrently documented in a massive collection of regulations, making it time-consuming and hard to internalize. The regulations include vitally important information about utilization of profile information for commercial uses. Users mostly choose not to read through this large regulation package, leaving them uninformed about confidentiality of data. The founder of Facebook, Mark Zuckerberg, contends that disclosure of personal information is done voluntarily among the generation Y, despite the obvious background of commercial intentions (Lilley et al. 2012:83).

2.1.2. Alternative social media

Users have various preferences and needs for social media and therefore the availability of different platforms is rich. There are web-based applications made for blogging, video and music sharing, and online discussions. All social media systems are Information Systems for their particular purpose (Figure 3). The systems are partly interconnected, and publishing links to YouTube-videos on Facebook is really common.

**Self-disclosure** is the action of intentionally speaking out sensitive information that realistically describes the person himself. This kind of disclosure includes personal feelings (love, frustration, admiration) and is usually conducted when building a strong, close tie with another person. Social Networking Sites are one category of social
media platforms, where revolutionarily high self-presentation is part of the discussion culture. (Kaplan & Haenlein 2010:62)

**Social presence** means the methods for connecting with other persons, such as pictures, video discussions, messages, and speech. Social Networking Sites have medium media richness, because user can add pictures and videos, but the system does not offer tools for real-time communication. (Kaplan & Haenlein 2010:62) Figure 3 below compares Social Networking Sites with other types of social media.

![Different social media (Kaplan & Haenlein 2010:62)](image)

Social Networking Sites (e.g. Facebook) are multifunction systems, which allow for easy communication and online identity building. However, the concept of social media is much broader. Tang and Liu (2010) have categorized social media by their different features; in addition to Social Networking Sites, other social media can be distinguished into forums, platforms for media sharing, blogs and microblogs (Auer 2011:710-711). Microblogs (e.g. Twitter) are handy tools to publish small updates anywhere and anytime. They are used successfully both for private and organizational purposes. Blogs have a descriptive name and remind of diaries.

In addition to different types of social media, there are substitutes for Facebook in the same category, such as LinkedIn and MySpace (Auer 2011:711). Alternative social networking sites to Facebook have the intention to satisfy diverse needs. For example, Diaspora tries to offer more personal and close connections with the selected social districts, and does not allow the user data to be used by third parties. As Diaspora builds on the respect of personal information, the users are not expected to completely disclose themselves, and everyone has the right to choose where their information is stored or to delete their own data. However, those who already have well-established social networks in Facebook are not expected to switch over to Diaspora or
corresponding sites, because majority of friends will continue using Facebook as their primary social medium, with only few exceptions. (Lilley et al. 2012:91)

In China, where Facebook is banned, the demand for an SNS responded by developing a clone called Renren (Park & Kim 2013:23). Though, this system made Facebook to announce its serious attempts to win acceptance in China, because it estimates the country to be an extremely important area in terms of potential Facebook users (Oreskovic & Saba 2011).

2.2. Facebook in organizations

Companies register and create pages to Facebook, because it is a cost-saving choice for marketing and a signal of reliability to customers, who can ask questions about the products or the company. (Edosomwan et al. 2011:87) The questions on a company’s Facebook page are answered by any accredited employee, or even by other customers. (Savaspuro 2013) Even employees’ private messaging on the personal or a friend’s profile can be considered as organizational communication by outsiders, and therefore companies are recommended to create a Facebook policy for all the staff. (Ministry of Finance 2011:26)

Business organizations are affected by Facebook because their employees tend to have their own accounts, making them automatically visible frontline spokespeople for the company. Whether the company decides to create its own Facebook page must be considered carefully. Managing the communication of employees is handled with company-internal regulations and internal education (Ornstein 2012:195), and is related to scanning social profiles of prospective employees during the recruitment phase (Brown & Vaughn 2011:219). It is likely that a person with good awareness of his private Facebook profile would also communicate within the suitable norms for a professional person. The public Facebook discussion of course includes the customers, who actually lead the discussion.

Facebook use in work organizations is an unstoppable phenomenon, whether the company management appreciates it or not. Employees are implementing Facebook in order to maintain their private network, but also for their career advancement. Facebook allows for asking help and opinion from anybody on the friends list, and thereby utilizing the different specialties all over their network. Therefore it is hard to
separate the knowledge of friends from the individual abilities. The network also transfers its values and a code of conduct partly to the work environment, which can strengthen an employee’s opinions that might be contradictory to the organizational culture. (Henry 2011:3) The common trend ensures that many employees – if not the majority – choose to be present on Facebook anyway. The company can choose to leave all the discussion uncontrolled, but cannot successfully ban Facebook use in working hours. The employees can access Facebook with their mobile phones, and usually have a nationally legislated freedom of speech despite their employment, e.g. during the breaks.

2.2.1.1. Company-internal social networking sites (‘Facebooks’)

I will introduce these external systems shortly: the so-called “internal Facebooks” are actually 3rd party systems similar to Facebook. For example, there was a news topic written as follows: “SAS Institute Creates Internal Facebook With Socialcast”. Later on, the news article reveals that this Socialcast system only imitates the functionality of Facebook. (Carr 2011) Use intentions for company-internal SNS communications include project management, increased employee collaboration, and individual career advancement (Koch, Gonzalez & Leidner 2012:699-700).

Some specialists recommend creating company-internal Facebook groups (only for the employees) to increase collaboration. These are also called “company-internal Facebooks” or an “internal Facebook page”. Proponents argue that employees behave intelligently and do not post unnecessary messages to the ‘intranet’. Crucially, the internal page speeds up information sharing and colleagues can show recognition to each other after well performed work tasks. (Blake 2012) HR professionals use internal SNSs trying to maximize the fit between employees and the company; Internal SNSs are increasingly used to facilitate employee interaction with peer support systems, organize free time events, and ensure greater work-family flexibility. (Koch, Gonzalez & Leidner 2012:670)

2.2.1.2. Some intranets are connected to real Facebook

The most technically developed company intranets connect their internal homepage with the real Facebook. News feeds from a company’s Facebook page are shown directly in their private employee site. (Provo 2013) Indifferent from whether companies
harness Facebook for intranet use or not, some social media specialists claim that every organization should take advantage of Facebook use, internally and externally. They advocate that managers should encourage employees to use Facebook without any restrictions during working hours. When employees use the system, it naturally increases the chance that they establish a discussion around some product in their friend spheres. (Blake 2012)

2.2.1.3. Companies’ Facebook strategies

Companies try to control their Facebook image by creating a Facebook strategy, which is in fit with the company strategy. (Light & McGrath 2010:291) One outcome from the strategy is the resulting Facebook policy document, which does not though include the unwritten, intangible aspects of strategy. Every employee should get instructions and training for using Facebook, even if the company doesn’t have social media contents, because the employees use Facebook as private persons anyway. Also, if the company has own Facebook pages, the company must give proper instructions for representation of the brand, and these should be in line with the previous online communication experiences. (Ministry of Finance 2011:26) Companies must also monitor that the employees are really following the given instructions. (Edosomwan et al. 2011:86)

If a company leaves customers’ inquiries without a reply, the customers would get an unreliable image, making the company suffer from credibility loss and increased customer turnover. (Edosomwan et al. 2011:87) However, everything cannot be published on Facebook. Company’s Facebook policy should describe which information is confident and how much of the organizational processes can be revealed online. The policies should make clear that personnel must consider carefully what they publish, and do not indicate any sign of the work organization (e.g. e-mail address) when messaging as a private person. (Ministry of Finance 2011:26)

An example of reasons for Facebook strategy in a Finnish company: We want the employees to follow our values (trustworthiness, independence, and informativeness) also on Facebook. Our policies exist to clarify the purposes and practices for Facebook activities, and to prevent damaging the company’s reputation. We will also offer guidelines for developing the management, goals, and metrics for our Facebook use in order to maximize the effectiveness. (Yle 2013)
2.2.2. Professional Facebook use via employees’ personal accounts

Facebook is an important medium for creating discussion around the company and its products, especially when enhancing openness between employees and managers, contributing to problem solving in expert teams, referring to online material (such as speech and videos), messaging customers, or increasing visible signs of employee commitment towards the company. Facebook naturally facilitates company-related discussions, but also creates the need to assess employees’ compliance with company regulations about communication in social media. (Edosomwan et al. 2011:86) Facebook discussion is nearly always driven by users, which forces companies to adapt (Henry 2011:1). Other Internet mediums are losing their popularity to Facebook, which the professional online marketers should respond by adding videos and informative organizational messages in social media to effectively reach new customer groups. (Zhang 2010:53). Also the videos can be effectively spread on Facebook.

When handled with care, social media can reduce negative rumors by allowing employees to counter these claims with realistic and transparent facts about the company (Edosomwan et al. 2011:86). Many companies have begun to have some kind of monitoring what is said about the company on Facebook. This information is then used to enhance positive external attention, maintain healthy customer relations, correcting mistakes, and even affect the opinions about the company (Henry 2011:2). Managing employees’ style of communication is a challenging task to perform, but when successfully carried out, it can reduce falsehoods and negative coverage about the company (Edosomwan et al. 2011:86). To win acceptance from the employee side, Facebook must create well-recognized positive effects for employees, like raised salary and easier work, to overcome the mostly undesired process of surveillance.

Many employees intend to use Facebook as an effective working tool, which creates a strong connection between the user and the system. The psychological connection then relates to desired benefits like extra salary or a better position. (Sledgianowski & Kulviwat 2009:75) Because Facebook users (customers, peers, sponsors, media) are constantly seeking information from company representatives, company communication should also satisfy the general public, and this requires more expertise in proper messaging.
Employees are apt to be influenced by their friend sphere, because they trust and feel emotionally committed to their private network. To counter strong opinions from Facebook users, companies need to employ powerful communicators to represent the company in a subtle and intelligent way. In practice, this means that communication is driven by Facebook users, not by the company. According to the traditional organizational structure of a company, the communication roles are partly renewed due to the need for more frontline communicators from grassroots level. This new openness makes it impossible to monitor all ‘organizational’ communication, and weakens the chains of command, which in turn puts a lot more trust in a single employee. Companies hope that mission and company values are still defining the suitable messages, in order to maintain a certain image, respect, and position. (Henry 2011:3)

Sometimes employees can publicly support an idea that challenges the company. It is extremely easy to show agreement on Facebook by “liking” a status update, and this can generate anger from management if the ‘like’ purports to support an employee who has expressed an opinion against the company. Marquette University law professor Paul Secunda analyzes whether ‘liking’ on Facebook is a form of free speech or not: the suitability of the liked content is a question of whether it damages the work environment by separating peers, or otherwise hinders the company’s daily business. Employees must adapt to the changed expectations and be cautious about their Facebook expressions. Employers really are scanning Facebook profiles and the content posted on Facebook can lead to sanctions. (Hudson 2012)

As Facebook is bounded to the diverse social ties concerning an employee’s private life, the personal preferences can exceed the desired behavior by companies. Users are mostly aware that their profiles affect recruitment decisions, but amongst young users, it is really common to see published pictures, videos, and attitudes that are clearly contradictory to which kind of person a future employer would want to recruit (Peluchette & Karl 2010:31). Because the social media culture is relatively new, it can be made really open right from the beginning. If the clear majority follows this path, employers might not have any other choice than to accept this collective habit in the future.

Nowadays, business organizations, non-government organizations and governmental institutes are on social media, whether or not they intervene in the discussion about them (Henry 2011:4). Despite the fact that individual companies have their own official
Facebook page, there seems to be an obvious growth possibility for company participation. Even still, many more companies are either choosing not to participate or have not yet taken the chance to manipulate their virtual image and to increase connectivity with customers. It always takes resources to keep the external communication polite and understanding, but also informative.

2.2.2.1. Facebook and work-life balance

Facebook is an extremely suitable networking tool for the fast paced time in which we live. It breaks the hyper-intense workdays by bringing one’s friends to the work desk. If an employer acts unethically towards an employee, the online network can be used for spreading the negative word. Thus, among the positive impacts for employees is the enforced privacy and protection due to an “ongoing presence”. (Bulut & McCarthy:365) The key elements for achieving optimal work-life balance are organizational flexibility and the reduction of conflicts between work and private life needs. A company with a reputation for good work-life balance programs will most likely attract new skillful employees. (Clark & Roberts 2010:518)

Facebook obviously has these positive effects of homelike communication at the workplaces, but a serious negative is the porous boundary between work and private lives. Without this clear distinction between private and work life, employees will have a higher stress (or fear) of their employer’s surveillance – even in their personal time – leading them to modify their behavior accordingly. Employees could select their personal interest groups (religion, politics, cultural) according to the employer’s wishes, leading to a negative homogenization of the work force. (Clark & Roberts 2010:518)

Despite that working hours may not be the most tempting way to spend time, the possibility to work is a prerequisite for wealthy personal economy. If the work and family lives were completely merged, people might find themselves unemployed because of private life choices (“his political opinions are too radical”; “her sexual behaviour is too open”). This would be a dangerous trend, leading to discrimination of suitable workers. The trend of employee surveillance by employers is unethical. If people lose trust in the network then people naturally decrease their usage. It is important to keep in mind that Facebook is really important for society in terms of enhanced communication, especially from a distance. The only way to maintain the
recognized status of Facebook is to ensure privacy for users. (Clark & Roberts 2010:518)

The story continues with even larger not only for the employee’s willingness to use Facebook, but also for the employee’s private life. The primary user base of Facebook consists of young people, who can boost their image with radical pictures and opinions, which later on hinders their career advancement. Whatever a user writes in a frustrated mood, it stays on the web for future observations. Only employers can stop the trend of investigating profiles to find this kind of information. (Clark & Roberts 2010:518)

### 2.2.3. Facebook pages of companies

Even companies can create Facebook accounts. When this first became possible 100,000 organizations joined within the same day. (Anderson, Fagan, Woodnutt & Chamorro-Premuzic 2012:26) If an organization decides to use Facebook to reinforce their brand and maintain an online community, games and applications - which could not be included in the conventional e-commerce platforms - become invaluably effective. Users can be tempted to join these communities by offering lower prices or organizing lotteries and quizzes. (Gummerus et al. 2012:861) By ‘liking’ an organization users can support companies that match their values. (Anderson et al. 2012:26) Every organization with a self-administered Facebook page can easily spread relevant news to a wide public. Usually the ‘like’ function signals that the user is interested to follow the latest news from the company, and connects the company messaging to the user’s personal news feed. Using the company Facebook profile as a public feedback channel can though cause harmful attacks towards the organization, especially when posting a message is unrestricted in terms of any pre-surveillance.

The number of Facebook users is growing rapidly and has even exceeded all the TV networks, which is naturally tempting for the advertisers. The targeted advertising in Facebook means a whole new marketing possibility. Existing user data can be analyzed to detect the connections with certain traits or preferences, and the propensity to like a certain product. The marketing process can be designed to be as inconspicuous as possible, allowing employees to voluntarily share product information for friends. (Lilley et al. 2012:84) Usually, the user writes some comment to the shared link, making it hard to separate marketing intentions from a neutral recommendation, given by a friend. Marketing staff use Facebook to strengthen a company brand, which
requires that Facebook culture must be well explored and understood. All company communication should also be adjusted accordingly. (Meadows-Klue 2008:250)

Many companies concentrate great effort on their Facebook image, aligning Facebook strategy with the company strategy. Facebook also allows an employer to informally read status updates of the employees, or use the system as a hidden marketing tool. However, both are ethically questionable acts. (Light & McGrath 2010:291) Facebook communication is a double-edged sword for companies. With successful management it can create a strong commitment to shared values and improve desirable collaboration among employees. On the other hand it makes the organization more vulnerable. Some companies have countered this by restricting the communication sphere by implementing a private SNS or an internal Facebook group only for company use. Organizations are understandably concerned about how their employees use Facebook. This worry is real, because employees also believe they could cause severe harm to the company, if they would post an unwished message to Facebook (Davison, Maraist & Bing 2011:153-154).

2.2.3.1. *Facebook use in recruitment*

One of the purposes of using Facebook in companies is Facebook’s usefulness for recruitment. As many companies recognize that recruitment is a key concern for numerous managers – and that successful recruitment is important for the success or failure of a company – recruitment has taken a front role in social media too. Companies increasingly use Facebook in their recruitment decisions (Brown & Vaughn 2011:219). Even though Facebook can be a useful tool for HR decisions, the recruiter should always bear in mind the downsides. People tend to feel it socially irresponsible to perform any information gathering about them behind their backs, and this surely will end up harming a company who engages in this practice. (Davison et al. 2011:153-154) Luckily this international problem of background scans is not any concern in Finland, where collecting personal information is illegal without permission (Pantsu 2011).

Recruitment is one of the key decisions a manager must make. Selecting the wrong person for the task leads to huge costs, additional work for colleagues, and in case of letting the employee go, the manager has to spend a great many hours with the formal termination procedures. (Pearce J L 2009:39) Use of Facebook in HR decisions is a
growing phenomenon in all recruitment and selection. Facebook is winning popularity in many uses for human resource management (HRM). In extreme cases, Facebook has been used for collecting material against an employee, but the actual termination is seldom conducted virtually. However, the possible cons of using Facebook for HRM should be considered with care: If recruitment decisions are made relying on informal observations, they can give a falsified, unrealistically careless perception about the candidates. (Brown & Vaughn 2011:219) As well as with the proportion of companies with their self-administrated fan pages, the recruitment use of Facebook has a clear growth capacity as well. Additionally, some companies are including traditional sales or sales marketing functions in their Facebook profiles.

2.2.3.2. A public Facebook page requires relationship marketing

In order to get a transaction conducted by a user, existence of the “virtual organization” is not solely enough, as the company must convince a potential customer before a transaction is made. This gives the customer more power. Sometimes even a successfully convinced person does not want to buy the product. Even if any sales are not made, a company can benefit from positive effects such as recommendations. (Henry 2011:2) Marketing should have followed the development of Facebook by putting the traditional methods aside and taking relationship marketing in use. Unfortunately this has lagged behind, forgetting that it takes two to tango: the customer wants to be listened to. Contemporary Facebook marketing highlights the discussion being a common journey that should be ‘traveled’ together in peace. (Meadows-Klue 2008:245-250)

Connection between the organization and the general public can be ruined just by a single, frustrated person. An employee can send unwished messages in his work role, and by sending these he is personally responsible of this and will get sanctions, but the company’s image is harmed as well. (Miles & Muuka 2011:91) As the employees represent the company, the companies have established their own policies and regulations to counter the possible harms for the organization at the hands of employees. The difficulty is that messaging is always context-bounded and it is an impossible task to formulate clear and generally applicable rules for this communication. Many of the company policies refer to common good habits. (Krasnova et al. 2010:109)
2.3. Speech control and privacy

2.3.1. Privacy Issues

Right from the launch of Internet, public discussion has been dominated by privacy concerns. Privacy issues relevant to Facebook are mostly systematic and emergence of information leaks is partly context-dependent. (Hull et al. 2011:289) Legislation is not yet developed to concern Facebook usage very well. Privacy concerns are not properly examined and the right to examine user profiles by government officials and police officers are partly open. In conclusion, users are unsure whether the information is spread only to the certain persons on a friends list. (Boyd & Ellisson 2007:14) Despite this, the government officials and police forces have apparently created some surveillance and regulation functions to counter the misuse of social media. This need is especially intense, because of the relatively easy access to information and users’ tendency to open files and use applications with only limited reservations. Users can also cause some information leaks by their own unawareness. Because users can create multiple friends lists with different visibility settings, one can also choose a wrong list by accident.

2.3.1.1. Revealing of personal information

Already the first versions of Facebook urged users to create accounts with their full names, and the site assumes the basic information – such as age and gender – is published correctly, without tendency to mislead other users. Therefore, Facebook users allow the system to affect their social capital, and to use their information to be given for third party use. Users also reveal their social position, by adding their family members, business partners, and other important connections to their friends list. External advertisers are collecting information both from the users, but also from their related Facebook friends. One clear signal for the marketers is the ‘liking’ function, where the user actively supports a particular product. (Lilley et al. 2012:84)

The sensitivity of a personal Facebook profile is a natural outcome of its contents: when age, gender, family connections and physical appearance are all revealed, the information package becomes a meaningful visit card for the creator. Still, the permission to use all this data for marketing is an amazing contribution, showing a significant flexibility from the user side. Facebook is useful also for illegal acts, such as
stealing an identity or surveillance of a person, without the person’s awareness of this (Newk-Fon Hey Tow, Dell & Venable 2010:126).

Creating an account in Facebook does not force a user to give out much personal information. Sharing one’s political party, workplace, and preferences/tastes are optional, as well as what kind of pictures are shown to others. Facebook accounts vary widely from a generally acceptable profile without any ‘questionable’ information, all the way to suspicious profile pages with pictures and discussion about sex, alcohol and drug use. (Peluchette & Karl 2010:30) The Facebook era has made some young people widen their ‘crazy acts’ at parties or special occasions by showing their courage on the public profiles. This phenomenon is observable in a very wide scope, particularly among young Facebook users. Despite these two extreme of the user spectrum (completely open – restricted), most of the users lie somewhere between. What is apparent is that a user’s set of published pictures reflects their verbal openness too. (Peluchette & Karl 2010:31)

It remains unclear why users voluntarily create a questionable image of themselves. Are those who try to maintain an ‘underground’ image more likely to post unsuitable messages? It seems that some of the users try to impress their friends by producing a blatant look and clothing with related wild pictures. These users are also the same persons who post informal messages with vulgar themes. Vice versa, the users with a businesslike profile also refrained from communicating low-brow posts. (Peluchette & Karl 2010:33-35) Though, some persons do not restrict their postings anyhow when their goal is to give out an infamous image of themselves.

Lilley et al. (2012) remind that Facebook gets the majority of its income from selling commercial advertising and marketing rights to third party companies. Clearly Facebook offers to its users a set of benefits, which are the underlying reason for user registration, but the relationship is not one-sided in terms of utility: when the users provide their information to business use, they can be perceived as co-producers of Facebook. The dual role of users as producers and consumers has merged. (Lilley et al. 2012:83) Users are voluntarily contributing to the existence and development of Facebook by joining, producing new material, and exposing themselves to advertisements. Ideologies and social groups that users want to promote can be strengthened on Facebook. Workplaces, schools, colleges and other organizations are
common forms of Facebook interest groups that users can decide to join (Edosomwan et al. 2011:82).

Warnings in popular media have stressed the risks of Facebook use and this has led to more consideration about the benefits of a Facebook account. Users are warned not to expose too much of their personal information. The warnings are countering the defaced public image or information exploitation by third parties. (Lilley et al. 2012:87) Some users become cautious about their public image and give it the required care. Cleaning up one’s own Facebook profile has become a habit and necessity among young users.

Scholars have noticed that young users are actively maintaining their public Facebook image by carefully considering in which contexts they allow their name to be used, photographs of themselves, and which kind of messages are visible to others. (Lilley et al. 2012:89) It seems that users tend to keep the same visibility settings to all on their friends list, maybe due to the required effort to separate between different ‘user classes’ (e.g. colleagues, close friends, family members, and club mates). The new, open culture appears to be more tempting.

Peluchette & Karl (2010) state that although Facebook has a multitude of privacy settings, users seldom use these to restrict sharing of their data. This open disclosure may result from the possibility that people can be searched for online based on similar attitudes, life-values and opinions. (Peluchette & Karl 2010:31) Communication on Facebook complements offline communication, both in terms of connectivity and style. The same demands, roles and codes of conduct are affecting the discussion culture, but the resulting conversation appears to be different. The structure of Facebook supports a polished, general style, because the news updates are visible to everyone on a friends list. (Newk-Fon Hey Tow, Dell & Venable 2010:126). Official policymakers have put their focus on Facebook, but the reason why people may want to openly share their personal information remains quite obscure (Krasnova et al. 2010:109).

2.3.1.2. Organizational image concerns

By coincidence, I happened to see an example of damaged company image on Facebook during the thesis writing process: one of the largest organizational Facebook mistakes happened in the form of a hostile Facebook discussion between an unsatisfied customer
and a company, and was followed in the largest national newspaper in the days following. A Finnish hamburger brand called Midhill had a widespread national scandal on Facebook, when a customer complained about high pricing (1.50 euros) for a glass of water because the restaurant (according to him) had not even put the price on the menu. An employee from the company answered:

“and the staff are free who deliver the water? Come on, you can always complain and are allowed to, but then you have to have reasons. At home everything is free. Not in restaurants.” [own translation]

In Finnish restaurant culture it is exceptional to charge for water and rude to not mention it in the price list.

By spreading YouTube videos on Facebook sometimes even greater harm can be done: in a North-American pizza restaurant two employees caused serious damage to the business. They filmed a video in which one of them broke lots of hygiene directives, e.g. by putting nasal mucus on the portions. The video, recorded by his colleague, was circulated all over social media and registered over one million views. (Clifford 2009) This example shows the power of social media when users are building opinions. Anyone can spread damaging content about companies, but it is probably extra powerful when posted from inside the business.  

2.3.1.3. **Privacy and identity in organizations**

Despite common misperception, Facebook has not created new types of security issues; instead, some existent security threats have grown in importance. (Ministry of Finance 2011:11) Few resist the dominating view that companies must have clear, tailor-made Facebook policies and customs that aid them to reap the benefits and minimize the hazards of social media presence (Ornstein 2012:195).

Organizations can be attacked by direct intruding attempts through the firewall, or by harmful small programs, which the employees might not be aware of. The planned access attempts to organizations are usually tailor-made for each case, bypassing security arrangements. Because Facebook builds on the idea of ‘trusted’ friends, making some employees to trust and open all the files they receive. There should be nothing unclear with the fact that organizations need to have their own Facebook policies. Additionally, some companies require their employees to study the long list of Facebook terms and conditions, and the Ministry of Finance supports this orientation: Personnel should internalize the terms of use concerning their own use intentions.
Many service providers have their servers abroad and they do not modify their contracts to satisfy users from small countries. Finnish officials do not have any specific rights to alter any information offered by an international party, even if the service would be partly illegal in Finland. The service provider usually owns the rights for some of the user information or all of it. In the worst case the company can spread or resell this information further. (Ministry of Finance 2011:11-17)

Company policy is not the only way to create organization-wide awareness of Facebook. Education and monitoring are parts of the system too, which is the responsibility of a new set of managers: Online content of organizations is usually maintained by specialized staff. Managerial titles vary according to the size of a company and its strategies; usually larger companies have staff with special responsibility for maintenance of Facebook pages. As Geoffrey Colon (2012) points out, the need for a completely new set of managers to maintain companies’ Facebook pages - Earned Media Officer, Chief Content Officer, Open-Source Manager, Chief Linguist, and Chief Data Scientist - are all positions to complement and replace the traditional manager titles, such as Chief Marketing Officer. (Colon 2012:6-7)

2.3.2. National legislation

The Data Protection Ombudsman in Finland has emphasized the strict restrictions in place for employers that control searching for additional information from Facebook during recruitment. ‘Googling’ of prospective employees is forbidden whenever the search is done behind the person’s back. According to Finnish national law, the employer must collect personal information about current and prospective employees primarily from the persons themselves. If an employer collects information from other sources, the subject of that information collection must give acceptance. (Pantsu 2011)

Furthermore, the Personal Data Act states that in most cases personal data should be processed only with the categorical acceptance of the subject. The processing includes not only recording, but also searching for the information. (Finlex 2013a)

When signing a work contract, the employee becomes liable to “perform work for an employer under the employer's direction and supervision” (Finlex 2013b).

The Employment Contracts Act in Finland requires that employees follow the good deportments expected of their position. This act carries the moniker, 'loyalty clause', in spoken Finnish, and it is often referred to in Facebook-related guides and discussions:

“In their activities, employees shall avoid everything that conflicts with the actions reasonably required of employees in their position.” (Finlex 2013b)
The same act restricts the employee from giving out any information that is considered to be a business or trade secret for the company. This condition is in effect even after termination of the work contract. (Finlex 2013b)

2.3.3. Examples of companies’ Facebook policies

The information technology company, International Business Machines (IBM), has openly published their Social Media Policy, directed towards their employees. The main attitude towards Facebook use is positive and the employees are encouraged to take part in discussions. Learning beneficial information and adding value to ongoing topics is encouraged, but the employees carry the responsibility for their own interactions. The policy text also underlines that published messages stay viewable for a long time so privacy must always be considered before posting. One should also check the (changing) terms of use for Facebook platform. (IBM 2010)

A Finnish broadcast company, Yleisradio Oy (Yle), has also made public their social media regulations. The short and concise webpage includes some background reasons for its existence (e.g. to make sure that Facebook actions do not cause harm to the company or its reputation). Actions on Facebook must be measured, and all functions are managed like any other broadcast department in the company. Facebook is used for enticing customers to use company’s services, and for reaching elusive customers. Private life is hard to separate from professional matters, and every employee should recognize and accept this. (Yle 2013)

These short examples are really descriptive about the style and contents of policies. More in-depth presentation can be found in my research below.

2.3.3.1. From existing literature into my practical research

The different use intentions (private and professional) in the literature review are used further as subtopics in my analyzed research findings. The messaging culture among Facebook friends has formed really open (Krasnova, Spiekermann, Koroleva & Hildebrand 2010:113), but the companies want to regulate what kind of image their employee give about themselves and the company. (Ministry of Finance 2011:26) By dispersing the boundary between private and work communication, companies would create an obstacle for employees’ work motivation and satisfaction (Clark & Roberts
2010:518). Academics have admitted that this dual use intention (private vs. organizational) is unclear because the single profile is meant to satisfy both objectives (Bateman, Pike & Butler 2011:79). My findings will show to which degree the companies have tried to maintain the distinction between private and professional in their policies.

As mentioned in the introduction, the intention here is to establish the interplay between academic research and communication staff of the companies, and thereby benefit both counterparts. The next chapter leads you towards the findings, by first explaining the structure and selected analytical techniques in my research.
3 METHODOLOGY

The aim of this chapter is to present and explain the selected research design. Because not everything can be observed, the selection is central for planning what is going to be observed and what is left out. This chapter also briefly explains the method of collection (how) and the data sources (where from). A more comprehensive description is given about how the collected data is analyzed and how it will enable answers to be drawn about the core themes of the research (Easterby-Smith, Thorpe & Lowe 2008:83). The selected methodology is suitable to answer the main research question of this thesis:

The main purpose of this thesis is to explore: “How are personal and work-related uses separated in company-internal Facebook policies?”

This research question examines the underlying structures behind employee communication in Facebook. In other words, it does not claim that the patterns and habits are solely personality characteristics of the employee, but instead these are affected by the prevalent (company) culture, regulations, and personal interpretation of the written meanings. The research question therefore assumes a social constructionist epistemology. The data sources for this research are Finnish companies' Facebook policies, which are requested and received by e-mail, usually from the chief of communications.

To create complete new categories, I must minimize my assumptions and prejudices. The inductive research approach was selected to promote a neutral and explorative process of analysis, in order to discover suitable categorizations for the data. Inductive research aims to create new theory from data, but in this case the written company-internal Facebook regulations are only categorized. This selection is based on the motivation to produce high-quality research findings for academics and communications specialists in companies. Trying to create new theory does not always succeed and could even weaken the pureness of this thesis. I selected a data analysis technique, called “coding”, where meanings phrases are shortened to couple of key words or sentences. This technique was borrowed from an approach called “grounded theory”. The majority of the rules in these studied policies are applicable for all social media, but clear deviations from Facebook (such as advices on blogging or tweeting) are left out of the analysis. This restriction attempts to narrow the focus and thereby increase the quality of the thesis.
3.1.1.1. Research approach

Drawing conclusions from behaviors, documents, and interviews all create a basis for valid analysis in organizational behavior science. Only in a few cases can hypotheses be tested in order to get relevant results. Mostly, the data is explored to make inductive conclusions, meaning that repeating phenomena are found from the data. (Stablein 2006:347) Thus, the inductive research is exploratory in its nature.

Exploratory research is meant to detect what topics are worthy for further studies. On that account, it must be kept in mind that a possible answer is simply: this area of research is not worth conducting. The most well known way to conduct exploratory research is an interview with open questions, but a search of written sources is suitable as well. (Saunders, Lewis & Thornhill 2012:171) Different Facebook communication policies can include many study areas that are worth researching. Still, the analysis may show that no relevant categorizations for this research question were apparently found.

Abductive reasoning can be understood as inference to the most likely explanation. For example, a black dog could be used to illustrate how genes might produce the blackness. In this case the single example is explained by the resulting logic. Unfortunately induction and abduction methods both allow for mistakes: what if the black color is resulting from another variable, e.g. an inherited gene? Deduction is the only restricted approach, thereby making it accurate. A larger sample (e.g. of 30 dogs) is used, and this approach does not claim that these results would be valid outside of this particular group. (Alvesson & Sköldberg 2009:5)

3.1.1.2. Summary of methodological selections for this thesis

There are different perceptions about what the world is (ontology) and it affects what information can be known (epistemology). It further defines which tools (methodology & techniques) are valid for use in study. (Fleetwood 2005:197) Ontology considers if the social reality is considered to be something external to the social actors, or as something they create and adjust (Bryman & Bell 2003:15). Epistemology determines acceptable information for the social reality, especially whether the scientific model can be used to study society in general (Bryman & Bell 2003:15).

The table below describes the connections within the qualitative inductive research, where the world is grasped from the constructionist perspective.
Table 1 | Fundamental differences between quantitative and qualitative research strategies (applied from Bryman & Bell 2003:40)

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<td>Ontology</td>
<td>Objectivism</td>
<td>Constructionism</td>
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<tr>
<td>Epistemology</td>
<td>Scientific model, usually positivist</td>
<td>Focus on interpretation</td>
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<tr>
<td>Approach</td>
<td>Deductive, testing of theories</td>
<td>Inductive, creation of theory</td>
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</tbody>
</table>

Ontology (Table 1) led to selection of the right research philosophy for the research question, which in turn defines the suitable approach for analysis. Also the data collection method was selected to fit with this alignment, which is explained later on. This thesis follows the right column in Table 1. Every research method has its own restrictions and limitations of the selected approach are described in the following pages. The reportage begins by explaining the motivation for the choice of social constructionism.

### 3.1.2. Social constructionist approach

Research data (i.e. Facebook policies) in this thesis is one ‘constructor’ of employee communication. The policies are clearly affecting opinions and perceptions of suitable ways to communicate on Facebook. Kreps (2010) states that poststructuralist approach is a suitable option for studying Facebook, because it shifts the focus from personality traits onto construction of the ‘self’ (personality) of the user (Kreps 2010:105). This thesis excludes research of the “product”, which in this context is the actual communication. Combined with the intention to analyze existing policy documents, the choice of the social constructionist approach is a natural fit for the following research. It is mostly used in exploratory studies and represents an interpretative view of the world: not only the phenomenon is studied, but also study the persons involved. Interpretative approach sees humans as interpreters for every phenomenon as they feel, see, and evaluate things differently. This unique interpretation must be taken into account, in order to reach pure results.

Research traditions in social sciences can be compared by the following two extremes: objective and social constructionist approaches. In the objectivist approach, the true (stable) world is independent from personal differences, and measurable with quantitative measures. Social constructionism studies how individuals interpret the
world and how the persons are continuously rebuilding the (changing) world they live in. These measures are not related to quantitative facts or “yes/no” alternatives. (Bryman & Bell 2003:34-35) Because the following chapter of the thesis studies Facebook policies, it would lead to a superficial analysis, if the assumption was that employees react to regulations in the same way, despite their backgrounds and the workplace context. Social constructionism supposes that explanations of social phenomena include related human biases: people construct the reality in their mind, which means that the respective world is real to them and affected by the others who they discuss with. Thus, there are no absolute truths. People modify the truth by discussions: everything has an intermediate – the person who makes his/her perception. Therefore, social construction has some implied problems as a research method. (Halling & Lawrence 1999:80) Despite this critique, social constructionism is selected over the other alternatives due to the essence of Facebook, which is stated below.

3.1.2.1. Facebook itself is a social construction

When a person opens an account on Facebook, his/her virtual personality is blank. The journey begins by adding a profile picture and selecting some information visible to others. After filling the basic information, the step-by-step added postings reflect the timely real life feelings, opinions, and events. The profile is showing a chronological life story, beginning from creating the account. What the users enjoy, respect, and desire, they will most likely show in their friend sphere. By this way, users create a positively reinforced archive of themselves. The system does not modify the historical truth, unlike a human who would begin to forget the details. (Richardson & Hessey 2009:34-36)

3.1.3. Inductive qualitative research

In qualitative research, the existence and characteristics of a phenomenon are examined, whereas in quantitative research the phenomenon is measured with straightforward metrics, expressed mostly in numbers (Berg 2001:2-3). Stablein (2006) recommends abandoning this popular distinction in organizational sciences: the selection of non-numeric (qualitative) method is a consideration where other arguments are more important, such as suitable research ontology and epistemology. To be suitable for these two, the selection between quantitative and qualitative is
conducted afterwards. (Stablein 2006:354) However, social constructionism and inductive research methods are clearly qualitative in nature (Bryman & Bell 2003:40). The characteristic of a quantitative data source is apparent in this research, but the selection of an inductive research approach (epistemology) determines the further steps of analysis.

If the study is intended to bring out the countable amounts, e.g. about how often a social phenomenon is repeated in a certain time interval, a quantitative research strategy is probably going to be the most suitable option. In contrast, when the main focus examines what kind of perception about the world, or view of life, people in certain social groups have, a qualitative research strategy is probably more suitable, in order to capture their interpretations of the world. (Bryman & Bell 2003:44) The regulations encounter the surrounding world and include group-internal (company-internal) perceptions of the possibilities and threats, which support the selection of a qualitative approach for this thesis.

### 3.1.3.1. Research ethics

Research ethics mostly ensure that no harm is caused, observed persons are willing to participate, their privacy is not endangered, and confidentiality of information is maintained during and after the research process. (Berg 2001:39) Information confidentiality is promised in the request e-mails. I have published the results as self-created categories, with percentages of found incidents. It is impossible to trace back the original sources and the research leaded to no harm for the observed companies.

Nevertheless, anonymity carries a different meaning: Although confidentiality and anonymity can be mistakenly used synonymously, they actually have quite distinct meanings. Confidentiality is an active attempt to remove from the research data any elements that possibly indicate people's identities, i.e. so that subjects remain nameless to readers. Anonymity means that respondents remain completely unidentified, to the researcher also. In most qualitative research the researcher knows the names of the subjects and therefore anonymity is impossible to maintain. (Berg 2001:57-58) In this thesis the anonymity cannot be maintained due to the chosen method of data collection. E-mails are sent to select persons in certain companies, and it is apparent which company's policy is analyzed in turn.
3.1.3.2. **Validity of the research**

To ensure the validity in social constructionist research, the study was be conducted so that (1) the reader believes in the researcher’s ability to study the subject in a professional manner; (2) the researcher manages to explain why his study is useful for other researchers; and (3) the readers receive some truly new information, which changes their current assumptions. (Easterby-Smith et al. 2008:96) The multitude perspectives and concerns are precisely described, questioned, and selections are grounded on general theories of research methodology. As the research question is relevant for this time period, this inductive study created valuable and interesting information for both researchers and other readers. More specifically, I have assured my workmanship by putting together a comprehensive literature review and methodological frame. Additionally, I have presented the core background information and need for this study in the introduction.

Still, the difficulty of conducting meaningful research is not to be undervalued. Research using an inductive approach can be a hard task to perform for an inexperienced person. The primary problem is that one should continuously look for repeating themes while collecting the (variable) data. (Saunders et al. 2012:549) The writer of this thesis conducted his first academic research, but the (restricted) data collecting method allows for returning to the original data without any time limitations, such as during interviews.

Another recommendation for proper research validity in the constructionist approach concerns: a) whether the research manages to realistically access the experiences of target persons; b) if the whole conclusion-making from raw data is accurately described, and c) are the results relevant (generalizable) in other contexts. (Easterby-Smith et al. 2008:109) This research is exploring in the nature, meaning that the quantified categories show some new knowledge, which hopefully is interesting. The method for coding the raw data into categories (conclusion-making) is accurately described in this methodology chapter, and the introduction shows the relevance and need for this study. The selected literature only shows some of the connections with my study results. This means that the categories are be relevant for other researchers too, who have studied a different set of literature.
Objective and social construction traditions produce different concerns for validity; positivist (objective) studies try to achieve truthful measured results from the study, which are not exposed to biases considering systematic failures of measuring, or validity in making generalizations about different groups of people, places or times. (Easterby-Smith et al. 2008: 87) In constructionist approaches, the word ‘validity’ is replaced with the other criteria, e.g. authenticity, plausibility, and criticality (Easterby-Smith et al. 2008: 96).

3.1.3.3. Methods of data collection

The data - consisting of Facebook (or related) policies of 30 companies - was collected by e-mail requests, sent to the company-appointed chief of communications (or similar) found on the companies’ homepages. The companies were selected by size, beginning from the largest companies operating in Finland. Selection was based on the most probable likelihood of receiving material, based on the assumption that small or middle-sized companies do not necessarily have company-internal communication policies. Some of the selected companies are national mergers or international companies. Most of the regulations were written in Finnish, but some were in English – usually the international companies.

When defining what information can be called ‘data’, one should keep in mind that data is always some representations of the phenomena, but all the representations do not fill the criteria to be data. Financial records, expressions, or observations all truthfully represent the research object(s) and the underlying process, which is a prerequisite for information to be real data. These representations must be studied in order to filter out the unsuitable information, and leave only the data for further analysis. (Stablein 2006:349) In this thesis the requisite documents are collected directly from the managers, leading most probably to valid data representations. In this thesis, there is no need to study the background process in order to answer the research question. I assume that no notable adjustments are made to the documents before sending them to me, and the policies represent exactly the form as in the companies.

Facebook policies are verbal regulations, i.e. they are qualitative in nature. Qualitative data consists of verbal descriptions about the surrounding environment (Saunders et al. 2012:545-546). The requirement for inductive data collection is also met, because the data can be reanalyzed unlimited times. In an inductive approach the data is collected
before looking for the relevant key issues and building up the categories (Saunders et al. 2012:549). Induction assumes that the categories are built during the data collection; the special character of the inductive approach is that during the data collection the information is analyzed on the fly, in order to build up a framework for the following parts of the analysis. (Saunders et al. 2012:549) In spite of this recommendation the categories are constructed after the collection, because all the additional information (such as the e-mail messages) can be accessed afterwards.

3.1.4. Strategy for data analysis

One piece of data can be compared to one individual piece in a jigsaw puzzle, whereas the analyzed data already constitutes a certain picture (Saunders et al. 2012:545). The word count of the material can be over 100,000 words, which makes a complete publishing of all material very impractical and uninteresting for the reader (Myers 2009:165). The main point of this analysis was to find interesting categories from Facebook policies, related to the predefined research question. In an inductive approach the data is studied after the collection, in order to find the most relevant phenomena to build up the core themes for the analysis (Saunders et al. 2012:549). The resulting categories were built up at the same time as going through the data. Firstly, the categories were preliminary “guesses” of interesting, clear, and repeating phenomena, but some of those turned out to be one-shot cases or did not make any clear distinctions. The “locked” main categories were then split up into smaller subcategories of interest.

Due to the nature of qualitative research, the analysis is more complicated than a straightforward quantitative analysis. People tend to change their minds and opinions about things, meaning that the study must understand these kinds of variables in the analysis. (Saunders et al. 2012:545) It would be unscientific to claim that the behavior of employees would be a clear result of the regulations. The employees will evaluate personally, whether they obey to a given regulation or not, and this tend to be situation-specific.

Qualitative sources include more information from a multitude of perspectives, which allows for comprehensive analysis of the subject. Because the data is not measurable with existing metrics, it must be conceptualized into meaningful groupings. (Saunders et al. 2012:545-546) The methodology I have selected is not valid to analyze strength
and effectiveness of some regulation, but is suitable to categorize these by the subject. The inductive research process aims to create new theory that is strongly and correctly connected with the data (Saunders et al. 2012:548). The new categories can and hopefully will lead to a new relevant theory that points out at least one universal phenomenon, but this has to be conducted in another research.

Some of the companies had Facebook-related regulations in a separate chapter of their general communication regulations. In these cases only the chapters concerning Facebook were analyzed. In addition to this, some companies had Facebook regulations as one separate part of their social media chapter.

3.1.4.1. Coding

Coding is an easy way to conduct qualitative data analysis. Possible codes are single words that represent longer phrases: sentences, paragraphs or whole chapters. Codes are labels for the contents, with the meaning to compile data into practical sections. As one begins coding, so too one begins data analysis: coding is one method for analysis. During the process, the size of the information decreases, so tracing back, and grouping become significantly faster. There are specific codes for different purposes: descriptive codes (open codes), interpretive codes (axial or selective codes), pattern codes, theoretical codes, etc (Myers 2009:167). During codification, an analyst have to always consider a) what a piece of data represents; b) what category it belongs to; or c) is it an instance of something? (Punch 2009:184) The codification process began with open coding in this thesis as well. The definitive indicator was frequency of the phenomenon: if the theme occurred often, it was used as a category.

Open coding is what the grounded theorists mean by coding that explores the data in order to discover phenomena. Researchers from other fields might identify the same method by calling it qualitative analysis or latent coding. (Ryan & Bernard 2003:88) Repetition is one of the easiest ways to identify themes, and a very suitable way to conduct open coding. Some of the most obvious themes are those “issues that are repeated and repeated” or “repetitive phenomena”. If you have listened carefully for lots of speeches or chats, you probably know that some of the parts tend to remind each other. A repeating theme is most likely a topical subject that would be interesting to know more about. Approximately the same concept is applicable for text. The margin amount of “hits” for a repeating issue must be exceeded, to be identified as a theme.
(Ryan & Bernard 2003:89) One should keep in mind that the categories are products of my analysis, and therefore affected by my background and personal thinking. A researcher’s previous life experiences and orientations affect all knowledge processing whenever the data is analyzed and written; ‘personal’ thinking is affected especially by language, close interpersonal groups and education (Alvesson & Sköldberg 2009:9). The meanings of sentences are categorized by the way I have understood them, though trying to remain as neutral as possible.

Axial coding is the logical next step after open coding, especially when utilizing the ‘grounded theory’ approach. In axial coding, the primary categories are remade in order to find a new way to group the findings. Some of the categories form new logical connections (axes), which turn the opened phenomena into useful categories. (Punch 2009:186) In addition to the open coding, the study continued with the next phase of analysis, called axial (theoretical) coding. This thesis also reorders the phenomena into elaborated (new) categories. These refined categories are closely formed to suit the literature review and to answer the research question. My background knowledge of the literature, personal conclusions and guidance from the instructor has each affected the selection of the “axial topics” (i.e. the division between work and personal uses, and related subtopics).

The third step of the grounded theory approach is called selective coding, where some relevant subgroup from the axially ordered data is tested inductively, in order to qualify its validity. (Punch 2009:188) Because the intention of this thesis is only to study the groupings, not to make new theory, selective coding is left outside the scope. It would require this testing phase to make the data into theory: a real theoretician knows really well that just condensing data does not create any theory. (Alvesson & Sköldberg 2009:2)

3.1.4.2. Representation of data

The representation of data in this thesis was designed to satisfy scholars. Due to the nature of the constructionist approach, the presented data show the connections between the listed results and the organizations studied. The data is given in an understandable form, including information about the research environment. (Stablein 2006:351) The data was tabulated in three columns and descriptive captions were added to point out the categories found.
In social sciences, suitable ontology and epistemology really qualifies the research. Luckily, in qualitative analyses the validity is not so dependable on these, because the researcher is allowed for their own construction about the existential truth. The precise accuracy of quantitative results can be used as additional information to complement qualitative information. This is allowed only if this extra knowledge is not used for any straight conclusion making from these numbers. (Alvesson & Sköldberg 2009:8) I also show the densities for each group in my findings. It would be false to make any accurate (numerical) conclusions about these, because the groups are the products of my thinking. However, other researchers would most likely formulate the groups in an identical way, and put most of the found incidences into the same groups.

The intention with the tabulated presentation is to open up for discussion my data to be used alongside the existing academic articles in the literature review. To better interconnect these two elements, I’ve chosen to combine the traditional results and analysis chapters in a single, larger entity. Because it was impossible to accurately predict what these findings would show, I first wrote the literature review as a complete concise structure of the minimum required length. When it became apparent that some important part from the analysis was nearly untouched in the review, I could easily add some additional literature around the good core, to complete the discussion between these parts.

3.1.5. Research method restrictions

Within the restrictions I tried to avoid the problem of overcomplicating my first research, and therefore I have left out triangulation, discourse analysis and background studies.

Triangulation means the use of multiple methods for data collection within one piece of research to ensure comprehensive and reliable conclusions. For example, interviews can be supplemented by collecting quantitative data that is discussed in the following interviews. (Saunders et al. 2012:179) Pure analysis of Facebook communication policies excludes the possibility to ask for interpretations, to examine the observable behavior phenomena, visible signs in the company building, tone of speech, gestures, and the subtle face impressions that would become apparent in face-to-face interviews. Also, some background research about the companies could be done by analyzing their
published material and social media to compare company values and the actual public communication styles with the regulations.

Discourse analysis examines the constructions of texts and focuses on the social phenomena that are connected with the text. The term ‘discourse’ means two-way communication. All language is also an aspect of social processes with a speaker/writer and a listener/reader, even though the analysis mainly studies the use of natural speech, just the way it is. A discourse analyst could ask: is the text meant to be this way? Why is it expressed like this? Why are the words in this certain order? (Myers 2009:173) This thesis uses the collected data material as it is written. Thus a linguistic analysis is excluded, which would also examine strength of adjectives, and different (sometimes implied) meanings of sentences. Neither are the underlying intentions, “What might the writer have wanted to say/cause?” examined.

Some academics point out intangible mind-processes that will always affect the science, despite the methodologies used. In the simplest comparison; the text (research findings) is not perfectly connected with reality. There are always some ingredients of culture, ideologies, and other social phenomena. (Alvesson & Sköldberg 2009:2) Once again, this kind of analysis would expand my research significantly. I rather stick to a proper quality by not overcomplicating the study.

Due to research ethics, the e-mail messages where the documents were attached remain unanalyzed. These would contain additional information, such as “this policy document is unfinished, or going to be updated soon”. Also the companies that are unwilling to participate in this research could be analyzed in order to find common reasons for their negative answer (such as fear of partially revealing their communication strategy). For the same reason, descriptions and analyzes of visual outfits, font styles and sizes, logotypes, and pictures, which all became known for me, were left outside of this research.

3.1.5.1. Common issues at data requesting

When I requested social media guides from companies, the most common reasons stated by a representative for their withholding: 1) the guidebook is being updated; and thereby they are unwilling to give out the document 2) the guide is for internal use and
it is confidential; 3) no company social media guide exists 4) any regulations are unnecessary because the company does not have a public Facebook page.
4 FINDINGS

After referring to the relevant literature, we move on to my contribution to the field of study. By requesting and analyzing companies’ Facebook policies this practical research is achieved. The intention with this study is to increase the awareness of a broad and important concept with the intention to aid people at the macro level (society), companies, and micro level (employees).

I began my data collection by requesting “social media guides” from 45 large companies in Finland. From all the documents that were received by e-mail, 30 pieces were used in the research. The guides were analyzed by open coding, which led to over 300 groups of (repeating) themes. After that, the most relevant groupings were chosen for axial coding, which combines some of these and creates suitable “topics” or “sub-headers” for the findings. By implementing some work-life balance literature the main groupings (professional, gray zone, and private) were achieved. I used some references to research article by Stanton & Stam (2003) in order to support my categorization from an additional perspective. However, I was forced to use my creativeness and use the article for additional ideas. These particular references are a mixture of my thinking and the original article.

4.1. General characteristics of the findings

From the results it was easy to notice three general standpoints (restrictiveness, regulated areas, and allowed time of usage) that illustrate the great variance among the different policies. Determining the amounts of incidences for these general groupings was clear: Some policies were clearly restrictive (e.g. remember the grammar; personal sanctions) and in contrast some were really supportive (e.g. dare to show your opinion). The proportion of restrictive vs. supportive regulations determines the type of the policy. The same logic applies also to other categories, not only to “restrictiveness”.

<table>
<thead>
<tr>
<th>Quality</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly restrictive</td>
<td>10</td>
</tr>
<tr>
<td>Moderate restrictive</td>
<td>12</td>
</tr>
<tr>
<td>Permissive</td>
<td>3</td>
</tr>
<tr>
<td>Very supportive</td>
<td>5</td>
</tr>
</tbody>
</table>

Table 2 Restrictiveness
A notable number of the guidelines were very supportive, encouraging employees to join Facebook or increase their usage time (e.g. from private to work use as well). Documents in general are planned to cover the strategic threats of misuse and leave everything else open for consideration by an employee. What is found in a really high proportion of the policies is a comprehensive (e.g. 25 pages of small font) list of risky situations, where Facebook should not be used.

The most revolutionary specialists praise all organizational uses of Facebook, advising managers to encourage their staff to use Facebook also during working hours (Blake 2012). The contradictory orientation highlights the need for surveillance to adapt to customers’ need. By this, the company can win lots of positive marketing space online. (Henry 2011:2)

<table>
<thead>
<tr>
<th>Subjects</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Almost all uses</td>
<td>6</td>
</tr>
<tr>
<td>Mostly work-related use</td>
<td>11</td>
</tr>
<tr>
<td>(Nearly) only work-related use</td>
<td>7</td>
</tr>
<tr>
<td>Under own consideration</td>
<td>6</td>
</tr>
</tbody>
</table>

Table 3 Regulated areas

The default for any document about workplace use regulations might be that it tackles mostly, or nearly only work-related behavior. It is a bit surprising to note that some policies dare to advise employees on their private usage, i.e. make their employees look better in the eyes of people on their friends lists. Still, many companies leave almost all the decisions to their employees.

<table>
<thead>
<tr>
<th>Allowed / Forbidden in working hours</th>
<th>Incidence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allowed in working hours, if work is not negatively impacted</td>
<td>10 %</td>
</tr>
<tr>
<td>Not allowed in front desks</td>
<td>3 %</td>
</tr>
<tr>
<td>Primarily in free time</td>
<td>20 %</td>
</tr>
<tr>
<td>Forbidden during working hours</td>
<td>3 %</td>
</tr>
</tbody>
</table>

Table 4 Allowed time of usage
One problematic issue with Facebook is that even if the management were to ban its use in working hours, employees would still have access via their smartphones and tablets. After they have opened Facebook, their friend sphere can offer some help and insider information. It is tempting to use this extra knowledge in order to receive promotions and better social status. For this reason, employees will certainly use Facebook even if it was against the policies. The flipside is the private values that can partly (or completely) displace the organizational ones. (Henry 2011:3)

4.2. Professional Facebook use

This group contains the managerial concerns about work-life, the work environment and other work arrangements. (Niemistö 2011:12) Typical for these rules are that work is not combined with any personal time or places. (Waller & Ragsdell 2012:165) Managers are demanding these actions, trying to lead employees towards an organizational goal, and to reach minimized expenses and greater performance. (Stanton & Stam 2003:159)

<table>
<thead>
<tr>
<th>Regulated issue</th>
<th>Incidence</th>
<th>Adapted example sentence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Always introduce yourself and your position</td>
<td>50 %</td>
<td>If you represent the company by using a company account, please always identify yourself (name, position) when answering questions. This is common politeness.</td>
</tr>
<tr>
<td>Focus the work-related updates (only) on your specialization</td>
<td>23 %</td>
<td>The Internet is full of specialists and some of them intervene if they find false information about their specialty. Be sure about the facts you state.</td>
</tr>
<tr>
<td>Think about the reader: write interesting and factual information</td>
<td>13 %</td>
<td>The best way to satisfy the audience is to tell them about practical, pure and informative topics. High-quality contents are mandatory in order to get interested followers.</td>
</tr>
<tr>
<td>Admit and correct your mistakes</td>
<td>43 %</td>
<td>Admit your mistakes instantly and correct them as soon as possible. If you renew any information over the old message, leave a notification about this.</td>
</tr>
<tr>
<td>Incorrect information about the company</td>
<td>40 %</td>
<td>If you find any (harmful) information that requires a correction from the company side, please inform the communications department.</td>
</tr>
</tbody>
</table>

Table 5  Maintaining a faultless image
Facebook is an excellent arena for specialists of all kinds to use their expertise and comment on current ongoing topics. Many of these voluntary news commentators have independence from (organizational) regulations, making them free to prove wrong any kind of false information. Because it would be bad publicity for companies if their employees continuously publish incorrect information, organizations have to react by tightening their social media policies and hiring more communication specialists. (Auer 2011:709) Private persons are in a notably stronger position online and can ask intelligent questions from companies and/or the personnel. Employees must prevent these attacks by giving out the right information, and correct their faults directly. Even though Facebook has increased its openness and got companies to answer all kinds of questions, many organizations must be alert about incorrect or remiss online text. What could be more humiliating for knowledge-based companies’ famous employees than to lose their face in a discussion, which is related to their specialty?

<table>
<thead>
<tr>
<th>Regulated issue</th>
<th>Incidence</th>
<th>Adapted example sentence</th>
</tr>
</thead>
<tbody>
<tr>
<td>In principle, every message should be answered</td>
<td>7 %</td>
<td>In principle, all the messages – excluding clear troublemaker posts – should be answered.</td>
</tr>
<tr>
<td>Do not get provoked</td>
<td>10 %</td>
<td>Sometimes you see aggressive and improper language on Facebook. Maintain your calmness and try to answer the questions with a neutral tone.</td>
</tr>
<tr>
<td>Every message does not need to be answered</td>
<td>17 %</td>
<td>Not all the messages need to be answered. In many cases you don’t win anything by correcting someone.</td>
</tr>
<tr>
<td>Trolls</td>
<td>7 %</td>
<td>Improper postings can be left unanswered or you can hide according to your own discretion.</td>
</tr>
</tbody>
</table>

**Table 6** Answering to improper messages

Companies can easily show their brand image and related values on Facebook. Openness and accuracy of product information are revolutionary, and customers are reached effectively on Facebook. Customers can ask about facts that are inadequately described in traditional media, and the answers are visible for others. Where there is more ongoing discussion, the tendency for greater company surveillance of an employee grows. (Edosomwan et al. 2011:86) Employees will face many difficult and fierce questions online, something companies are monitoring for the sake of their
image. Maintaining a neutral tone can be hard sometimes, whilst a too defensive style is easily perceived as uncertainty.

The Facebook culture allows for people to speak out their opinions just as naturally as they would do with their friends. (Krasnova, Spiekermann, Koroleva & Hildebrand 2010:113) A certain proportion of people are prone to use Facebook to boost their image by using harsh language and posting provoking status updates. (Peluchette & Karl 2010:31). Companies will receive their amount of these strong opinions and rough comments.

<table>
<thead>
<tr>
<th>Regulated issue</th>
<th>Incidence</th>
<th>Adapted example sentence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal style allowed</td>
<td>13 %</td>
<td>Unbuttoned, personal style suits the contemporary Facebook culture and creates a good connection with the reader.</td>
</tr>
<tr>
<td>Spelling mistakes allowed</td>
<td>3 %</td>
<td>Too pedantic and fine language use is not even preferable on Facebook.</td>
</tr>
<tr>
<td>Down-to-earth, spoken language is recommended</td>
<td>13 %</td>
<td>Text should be written in spoken language. Selling or pitches and jargon readily face resistance.</td>
</tr>
<tr>
<td>No rude or copy-paste answers</td>
<td>10 %</td>
<td>Do not make mass postings (spam) or depress the questioner. Use different answers for each case.</td>
</tr>
<tr>
<td>Write in the first person</td>
<td>7 %</td>
<td>The first person gives a reliable appearance.</td>
</tr>
<tr>
<td>Remember the grammar</td>
<td>7 %</td>
<td>Capital first letter, commas, spaces, compounds, use spell-checker.</td>
</tr>
</tbody>
</table>

Table 7  Style recommendations and regulations

Facebook is a platform for informal communication, where people can be inhibited by formality and tell about their latest happenings without stressing about grammar and punctuation (Krasnova, Spiekermann, Koroleva & Hildebrand 2010:113). Only a single company (3 %) seems to enforce this view in its regulations; but the rest try to achieve customer satisfaction e.g. with an unbuttoned or down-to-earth style. At first glance this could feel like an increase in openness, but it is just a trick to increase satisfaction. Purely open communication would follow the reality of organization without a tendency to highlight the positive.
Facebook pages have become one of the core forms for amplifying customer engagement (Gummerus, Liljander, Weman & Pihlström 2012:857-858). In order to maintain the positive public image, companies have included in their Facebook communication policies ways to improve their employees’ messaging habits (Ornstein 2012:195). The customers are given recognition, which is an important function of companies’ Facebook pages. This is why the employee should discuss with customers on the same level.

<table>
<thead>
<tr>
<th>Regulated issue</th>
<th>Incidence</th>
<th>Adapted example sentence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Representatives are selected by the company</td>
<td>40 %</td>
<td>A person cannot represent the company without a proper appointment to this role.</td>
</tr>
<tr>
<td>Representatives are educated for their task</td>
<td>17 %</td>
<td>Working for the company and answering for the company doesn’t make an employee a representative. The communications department handles all public messaging.</td>
</tr>
<tr>
<td>Quick responses</td>
<td>17 %</td>
<td>Facebook is impatient and requires quick responses. The longer you wait, the more effort it takes to correct rumors.</td>
</tr>
<tr>
<td>Everybody is welcome to create public Facebook content</td>
<td>3 %</td>
<td>If you want to create content, administer and develop the public Facebook pages for the company, you can request the login-information from the communications people.</td>
</tr>
<tr>
<td>Supports the recruitment</td>
<td>3 %</td>
<td>Facebook is a recruitment tool to connect with certain groupings that could not be reached with other types of media.</td>
</tr>
</tbody>
</table>

Table 8  Public Facebook representation for the company

Companies open Facebook pages to show reliability to customers who can ask questions about whatever they want to. (Edosomwan et al. 2011:87) Facebook is builds on the idea of common discourse, where the customers can respond to other customers’ inquiries (Savaspuro 2013). This spares resources from the company, but increases the need for monitoring the discussion.

Alongside the marketing and discussion, an important function is to evoke interest among suitable jobseekers. Many companies use Facebook for their recruitment abroad, where the hiring staff are legally allowed to look for additional information from the web (i.e. they ‘Google’) (Brown & Vaughn 2011:219). It is illegal in Finland to ‘Google’ prospective employees (Pantsu 2011), but Facebook can still be used to
advertise open positions. Companies depend upon hiring talent and the Facebook recruitment is also given lots of resources, because it helps to reach elusive persons (Brown & Vaughn 2011:219). Only one company has mentioned this in their policies, but research shows a clear trend in Facebook recruitment.

<table>
<thead>
<tr>
<th>Regulated issue</th>
<th>Incidence</th>
<th>Adapted example sentence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing use, brand reinforcing</td>
<td>40 %</td>
<td>Marketing use of Facebook and increased interaction between customers and the company strengthens the whole brand. There is an obvious need for both functions.</td>
</tr>
<tr>
<td>Online marketing shift from homepages into Facebook marketing</td>
<td>7%</td>
<td>Facebook is suitable for contemporary WWW-marketing, where the whole company is represented, not only a specific marketing function. Due to this change, the main organizational strategy will be valid also for Facebook.</td>
</tr>
<tr>
<td>Marketing is cost-effective on Facebook</td>
<td>3 %</td>
<td>By using Facebook marketing costs can be reduced.</td>
</tr>
<tr>
<td>Marketing visibility gets better (compared to competitors)</td>
<td>7 %</td>
<td>Facebook is used as a marketing channel to reach target groups that would otherwise be impossible to contact.</td>
</tr>
<tr>
<td>Traditional Internet marketing is also possible</td>
<td>3 %</td>
<td>Facebook enables traditional Internet marketing as well in the form of targeted banners.</td>
</tr>
<tr>
<td>Rules for stock market and the Securities Markets Act</td>
<td>10 %</td>
<td>Official reporting is regulated e.g. in Finnish Companies Act, regulations for public companies, and NASDAQ OMX Helsinki Ltd. policies and guides.</td>
</tr>
<tr>
<td>Personal sanctions</td>
<td>30 %</td>
<td>Violation of these policies can lead to sanctions, such as a warning, but also to termination of the employment.</td>
</tr>
</tbody>
</table>

Table 9  Facebook as a marketing tool

Facebook earns money with advertising. The prerequisite for this is that users, consciously or without knowing, give out their information for targeted marketing. (Lilley et al. 2012:83) All the same, companies have admitted the need to be where customers are. Employees are forced to act decently on Facebook, threatening them with sanctions from violating the regulations.
Companies can effectively distribute targeted advertisements on Facebook, where the customers are present more than in any TV channel. Facebook allows for finding the connections between propensity to click an advertisement, to 'like' a product or even to buy it. All this information is stored in the system data. (Lilley et al. 2012:84) Users even share further product information that they like, making the marketing effective and hard the commercial intentions are hard to separate from a private recommendation. (Meadows-Klue 2008:250)

4.3. **Gray zone between private and professional**

This group of regulations concerns the ethics of specialists: how much should Facebook communication staff satisfy their managers by restricting and guiding employees? There are pros for the communications department, such as a sense of technological proficiency, and promoted status (Stanton & Stam 2003:159) whereas the cons can be overregulated, expressionless communication, giving no freedom of speech for employees. These regulations make the organizational culture occasionally affect employees’ private lives. (Waller & Ragsdell 2012:165)

<table>
<thead>
<tr>
<th>Regulated issue</th>
<th>Incidence</th>
<th>Adapted example sentence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees represent the company in all circumstances</td>
<td>43 %</td>
<td>Even if you would write as a private person, some can see you as a representative for the company. Others may build an impression about the company, based on your appearance. Act accordingly.</td>
</tr>
<tr>
<td>Private and professional roles must be separated</td>
<td>23 %</td>
<td>One should show clearly the distinction between these two roles; make sure the audience recognizes whether your communication is private or not.</td>
</tr>
<tr>
<td>Private and professional roles are mixed</td>
<td>13 %</td>
<td>These roles have become mixed and intertwined, so that there are no generally applicable rules for the communication.</td>
</tr>
<tr>
<td>Loyalty clause</td>
<td>27 %</td>
<td>Employees are restricted by their loyalty obligation to their employer, both in private and professional roles (also in Employment Contracts Act).</td>
</tr>
<tr>
<td>Commitment to work must not be compromised</td>
<td>10 %</td>
<td>Make sure that your personal commitments do not interfere with your work performance or commitment.</td>
</tr>
</tbody>
</table>
Companies clearly reap benefits from Facebook use, but the ineffectiveness of work is obviously not one of these. Employees are naturally happy to use Facebook, but organizations have to carry some negative implications in addition to the positive: Slow task completion, disinterest towards compensations and rewards, maintaining private concerns over the organizational ones, and extra psychological workload from switching moods between private and professional communicator. (Koch et al. 2012:699-670) One of the most interesting aspects of regulations is that the clear majority of companies want to separate the personal and professional Facebook use of their employees, even though academics highlight the difficulty of keeping these uses separate. Many companies assume that their management and employees know an exact recipe to maintain the distinction. In reality, the employees’ personal benefits (stress relief, increased professional touch) are left in the shadow. The requirements are driven by customer service instead. “Use common sense” does not provide much information, but in case of mistakes the managers can point their finger at this rule.

<table>
<thead>
<tr>
<th>Regulated issue</th>
<th>Incidence</th>
<th>Adapted example sentence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Copyrights of the producer</td>
<td>50 %</td>
<td>You should respect copyrights (law). It is not allowed to borrow texts, pictures, records, logotypes, etc. without permission. By using the ‘share’ function you can be sure that the source of the content is shown properly.</td>
</tr>
<tr>
<td>Sender is responsible for suitability</td>
<td>20 %</td>
<td>Everyone is individually responsible for what they say. Spreading illegal, hurtful or humiliating material about other employees on the web is forbidden.</td>
</tr>
<tr>
<td>Permission to post pictures of other people</td>
<td>13 %</td>
<td>Pictures about other people cannot be published without their permission; it is even illegal in some countries. No matter how tempting it would be to share pictures easily by media phones, it still remains forbidden.</td>
</tr>
<tr>
<td>Obey the law, you are personally responsible</td>
<td>27 %</td>
<td>You are personally responsible for your own postings and actions also on Facebook.</td>
</tr>
</tbody>
</table>

Table 10 Questionable rules

Table 11 Reminders about aspects regulated by law
Companies want complement those the lacking areas of national legislation and to indicate certain laws that are applicable to social media. The closest implied section is the ‘loyalty clause’ and employers are using this as a strong tool in their regulations: The clause recalls that employees must obey directions and requirements from their superiors (as long as it’s not restricted by laws or directives) (Ministry of Labour 2007:1). National legislation includes general Acts, not specially designed for the era of Facebook. The laws do not guarantee untouchable online communication, giving government officials a permission to examine Facebook user profiles and messaging. Luckily users are aware that postings might be shown to officials. (Boyd & Ellisson 2007:14)

<table>
<thead>
<tr>
<th>Regulated issue</th>
<th>Incidence</th>
<th>Adapted example sentence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unloading negative feelings</td>
<td>3 %</td>
<td>We encourage our employees to share their moods (positive and negative) on the web! Participate, share and unload! If you have managed to build a strong online network, use it proudly to help make you feel better!</td>
</tr>
<tr>
<td>Set and follow your own goals</td>
<td>3 %</td>
<td>Focus on your main task and assess how well you have succeeded in your social media use.</td>
</tr>
<tr>
<td>Trust as a basis</td>
<td>3 %</td>
<td>In principle, the company trusts its employees, including trust in their conduct on Facebook.</td>
</tr>
<tr>
<td>Private comments are allowed</td>
<td>3 %</td>
<td>Employees are naturally allowed to comment and discuss, for example - about products, but not by purporting to speak on behalf of the company.</td>
</tr>
<tr>
<td>Suggestions for improvement</td>
<td>7 %</td>
<td>If you have a suggestion for improvement related to Facebook, please contact the communications department</td>
</tr>
<tr>
<td>We encourage participation</td>
<td>7 %</td>
<td>We will offer you our best help to get into the system so that you can feel confident about participating in discussions, without fear of misuse.</td>
</tr>
<tr>
<td>Dare to show your opinion</td>
<td>7 %</td>
<td>Give your opinions, keep your beliefs in mind, and engage in discussion. However, do not publish someone else’s opinions as your own.</td>
</tr>
</tbody>
</table>

Table 12 Liberal, precursor rules
Facebook has grown to replicate users’ real friend circles and therefore colleagues, family members, and other friends are naturally added to the friends list. The communication is meant to be informal exchange between these trusted persons. (Clark & Roberts 2010:508) However, some companies subtly draw the employees to harness their Facebook communication for more effective organizational use. ‘Set and follow your goals’ is though a self-obvious example of reaching into the private zone. The companies have an “authorization” to regulate their employees, and therefore it is not counted as unacceptable restriction of personal freedom (Clark & Roberts 2010:509). This makes the intrusion to privacy zone legally possible, but does not guarantee that it pays off for the company.

### 4.4. Private Facebook use

In this category of regulations, the employee is requested to modify the personal account for organizational use. If employees are contributing to organizational information sharing, they receive rewards, such as increased salary, career opportunities, or additional education. In the worst case, the voluntarily given information can lead to penalties, dispersed boundary between work and private life, or even termination of work contract. (Stanton & Stam 2003:159) Regulations of private use force employees to recall and adapt to the organizational rules all the time and everywhere (Waller & Ragsdell 2012:165).

<table>
<thead>
<tr>
<th>Regulated issue</th>
<th>Incidence</th>
<th>Adapted example sentence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company e-mail or telephone number</td>
<td>13 %</td>
<td>Do not disclose your company telephone number, or use your company e-mail address (even for logging in).</td>
</tr>
<tr>
<td>Colleagues or supervisors can read the status updates</td>
<td>17 %</td>
<td>Anyone (such as colleagues and supervisors) can get access to your status updates. Write with respect, without hurtful contents.</td>
</tr>
<tr>
<td>You can say about your employment</td>
<td>13 %</td>
<td>Whenever writing about your employment, make sure that you give correct information about your specialty and also that the subject of discussion not defamatory to anyone.</td>
</tr>
<tr>
<td>Be yourself if you say something about your employment</td>
<td>7 %</td>
<td>If you write about your work, we encourage you to write with your natural style and speak honestly about your employment.</td>
</tr>
</tbody>
</table>
Respect all opinions 10 % Act fairly towards diversities and different opinions. If you disagree, do it respectfully. Respect especially the company, your colleagues, partners, and subcontractors.

Sharing the company’s public Facebook news 13 % You can preferably share news that is published on the company’s Facebook pages or other our contents that are targeted to media. Employees can “like” the updates and share these on Facebook.

The company must be boosted (e.g. every 10th message) 3 % It is smart to add some positive remarks about your employer every now and then, especially if you are allowed to use Facebook during working hours. This is doubtless a personal choice, but an appropriate interval to promote the company could be every 10th post.

| Table 13 Company-related regulations for free time |

Facebook network is based on the idea of trusted and easy communication. Users are convinced that communication is secure, and therefore they would not tolerate much of information leaks from the system, otherwise people would stop using it. Employee surveillance disrupts the original idea of openness, which is a selfish act that puts the needs of single companies over the needs of society. (Clark & Roberts 2010:518) The most daring examples of regulations included behavioral suggestions for employees’ free time use of Facebook (e.g. the company must be boosted with personal status updates).

<table>
<thead>
<tr>
<th>Regulated issue</th>
<th>Incidence</th>
<th>Adapted example sentence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Make it clear when you are writing in a private capacity</td>
<td>47 %</td>
<td>Ensure that your audience understands which opinions are personal. Please also indicate whether you are talking about a personal view or a fact.</td>
</tr>
<tr>
<td>No confidential information (not even in closed chat groups)</td>
<td>83 %</td>
<td>Mentioning non-public confidential information, such as business secrets, financial matters, descriptions about systems, processes, products and naming colleagues, partners or subcontractors is strictly forbidden in all external information systems.</td>
</tr>
</tbody>
</table>

| Table 14 Only personal topics allowed |

If a user has added many friends to his list, the probability of someone being interested in whatever he posts is high (Manago, Taylor & Greenfield 2012:369). This forces
companies to be aware of the public online conduct of their employees even in a private capacity. To further minimize the possibility of mixing opinions and private considerations with organizational ones, many companies demand users to clearly express which postings are private opinions.

Facebook profiles include very personal information, and disclosure of personal information has become socially accepted, something that traditionally has been a sign of weakness or poor consideration. People readily seek to use this new opportunity to disclose their sensitive affairs. (Manago, Taylor & Greenfield 2012:369) Whereas people can disclose their private matters, the organizational Employees are also obliged to keep confidential information inside organization, and breaking this rule is an acceptable reason for termination of employment (Ministry of Labour 2007:10). To handle confidential information with care is not anything Facebook specific, but in almost every policy document a reminder about this duty is provided.

4.5. Other interesting aspects

<table>
<thead>
<tr>
<th>Regulated issue</th>
<th>Incidence</th>
<th>Adapted example sentence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scheduling and workload</td>
<td>3 %</td>
<td>The boundary between working hours and free time should not be dispersed, because it would lead to personal exhaustion.</td>
</tr>
<tr>
<td>Unrealistically high demands of control from the company side</td>
<td>3 %</td>
<td>Facebook instructions and control are in conflict with people's reality. Most social media services are based on the opposite view: bypassing control and regulations. In Facebook people get to say what they want, how they want, and with whom they want.</td>
</tr>
<tr>
<td>Particular regulations, strategies, and functions for different uses, systems, or roles</td>
<td>13 %</td>
<td>The Facebook profile is meant for maintaining a friend sphere and family connections, whereas LinkedIn and Twitter are aimed for business uses. // Administrators (communications), management (specialists), and blue-collar level (private persons) all have their own regulations.</td>
</tr>
</tbody>
</table>

Table 15 Rare, sophisticated, theoretical regulations

Open communication in Facebook does not seem to bother users. Despite the visible nature of relationships, people usually select Facebook as a primary social media platform (Manago, Taylor & Greenfield 2012:369). Only single, unique clarifications
about the intentions of policies can be found if companies have a really transparent strategy. Mostly the users are uninformed about what the strategic reasons are behind the specific regulations.

The blurred boundary between private and organizational lives is not solely signal of pure respect for personnel. Sometimes it might be needed to get employees focused on their task completion: Employees can start to feel ‘too comfortable’ at their desks, wasting time online and showing careless behavior. And even if the employee would be committed to their work, it causes some extra stress to constantly switch between professional and private roles (Koch, Gonzalez & Leidner 2012:670).

<table>
<thead>
<tr>
<th>Regulated issue</th>
<th>Incidence</th>
<th>Adapted example sentence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facebook is shaping the organization</td>
<td>3 %</td>
<td>Facebook strategy should be one part of the organizational main strategy and one should consider how Facebook shapes the other functions in the company.</td>
</tr>
<tr>
<td>Integral, complementary part of the communication strategy</td>
<td>17 %</td>
<td>Facebook is an opportunity to discuss with customers. This strategic decision is closely connected with other business functions and communications strategy.</td>
</tr>
<tr>
<td>Renew the communication by its openness.</td>
<td>3 %</td>
<td>Communication on Facebook requires a new kind of openness; even the inconvenient questions must be answered.</td>
</tr>
<tr>
<td>Deepening of colleague relations</td>
<td>3 %</td>
<td>Facebook can be a good tool for deepening colleague relationships. Never let regulations disturb this goodwill.</td>
</tr>
<tr>
<td>Supervisors and colleagues are allowed on friends list</td>
<td>3 %</td>
<td>The company does not restrict any connections – employees can decide themselves. If you want to be connected with your supervisors or colleagues online, feel free to add them as ‘friends’.</td>
</tr>
</tbody>
</table>

Table 16 Facebook shapes the organization

Customers are demanding new, profile-to-profile marketing communication: marketing methods have developed from external, traditional marketing into discussions between customers and companies. The customers will get information about what they like to know about the product or service, not any pre-made package what the seller or provider wants to say. Online marketing woke up really late to this development; something that companies are trying to change rapidly. Customers will select the person, whoever happens to represent the company, and the discussion is
going to happen with people all over the organization. Online marketing strategies should be aimed for all personnel. (Meadows-Klue 2008:245-250) This change in marketing approach necessitates the need for Facebook regulations.

Facebook partly overrides traditional hierarchy in organizations. It can even democratize decision-making, because the decisions are made straight off and by whoever happens to represent the company – not necessarily a manager. (Savaspuro 2013) Facebook can be harnessed to marketing use and to amplify customer engagement. To maintain the brand image, companies have documented Facebook policies in order to control the personnel messaging. (Gummerus et al. 2012:857-858)

<table>
<thead>
<tr>
<th>Regulated issue</th>
<th>Incidence</th>
<th>Adapted example sentence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication culture predisposes to information security threats</td>
<td>17 %</td>
<td>'Friend sphere’ in Facebook predisposes both private persons and organizations to threats in an effective way; Malware are dispersed easily, as well as phishing attempts.</td>
</tr>
<tr>
<td>User terms must be understood and followed</td>
<td>13 %</td>
<td>You must obey rules set by the service provider and applications</td>
</tr>
<tr>
<td>Facebook user terms do not guarantee protection and can be changed</td>
<td>10 %</td>
<td>User terms of Facebook do not, in principle, provide any protection for personal or organizational information, and these can be changed unilaterally</td>
</tr>
<tr>
<td>Service provider not in Finland</td>
<td>3 %</td>
<td>The service provider is not located in Finland and therefore not directly under Finnish law – Maintaining legal rights of the company can be impossible</td>
</tr>
</tbody>
</table>

Table 17 Information security concerns

Although many think that Facebook has brought new security threats, this is a misperception. Facebook is so far only a new distribution channel for old security issues, such as malware and phishing with fake identities. (Ministry of Finance 2011:11)

Facebook shows a clear new trend of voluntary exposing of personal information for advertisers. Users seem to recognize that nothing comes for free, and are likely to accept the trade-off, which guarantees a free system. As in real life, people want to belong in groups in which they feel emotionally connected. These kinds of Facebook groups are related to workplaces, schools, colleges, free time and other organizations. (Edosomwan et al. 2011:82) Employees must navigate between the duality of open
private communication vs. restricted organizational communication, which contains an underlying danger of neglectful Facebook use at the workplace. The companies seem to use this perspective as background information to emphasize the importance of further security instructions.

<table>
<thead>
<tr>
<th>Regulated issue</th>
<th>Incidence</th>
<th>Adapted example sentence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use different login names and passwords</td>
<td>23 %</td>
<td>This makes you lose your login information only in one system (work environment, Facebook, Twitter, Yammer, LinkedIn, etc.).</td>
</tr>
<tr>
<td>Protect your privacy</td>
<td>17 %</td>
<td>Be careful sharing your personal information. Take care of your passwords!</td>
</tr>
<tr>
<td>Strong password</td>
<td>7 %</td>
<td>Use a strong password that differs from the password for company network.</td>
</tr>
<tr>
<td>Preserve privacy and IT security</td>
<td>13 %</td>
<td>Everyone takes care of his/her own security and privacy also on Facebook.</td>
</tr>
<tr>
<td>Profiles of fake personalities or organizations, friend requests from unknowns</td>
<td>13 %</td>
<td>Do not accept friend requests from unknown persons. Even profiles that look reliable can be fake ones. Feeling too confident about Facebook ‘friendships’ is exactly what hackers and programmers of harmful applications want.</td>
</tr>
<tr>
<td>Vague links, shortened links</td>
<td>10 %</td>
<td>Do not click any vague links and be careful when opening shortened links.</td>
</tr>
<tr>
<td>Spying and phishing</td>
<td>7 %</td>
<td>Facebook users can be tricked to disclose information about themselves or their company with real looking questionnaires (phishing). Another way to get hold of your information is just by reading your profile page without commenting anything (spying).</td>
</tr>
<tr>
<td>Define different visibility settings for different groups</td>
<td>7 %</td>
<td>Though do not give too much confidence for the visibility setting, because it is not comprehensive.</td>
</tr>
<tr>
<td>Protecting confidential information</td>
<td>13 %</td>
<td>The priority is always to protect the company brand, reputation, information, and customer related matters, despite the strong need and will to communicate.</td>
</tr>
<tr>
<td>Applications</td>
<td>3 %</td>
<td>Be careful when opening applications.</td>
</tr>
</tbody>
</table>

Table 18 Preventing security issues
Facebook is not a particularly useful tool for spreading harmful, small program files or invading to company’s intranet, but if the user is unaware of the dangers and trusts his virtual ‘friends’ too much, all the traditional security threats become real. The possible intrusions are designed for each case, granting an access over the security arrangements. The unaware employee just needs to accidentally open a harmful file. (Ministry of Finance 2011:11)

The applications on Facebook are necessitated to have a written statement about what information they can access. In practice the help is non-existent, because almost every user automatically skips the long policy texts. This does not prevent users using the applications. (Hull et al. 2011:295) Despite the fact that applications are a primary example of a security threat, only one company reminds their employees about this danger.

<table>
<thead>
<tr>
<th>Regulated issue</th>
<th>Incidence</th>
<th>Adapted example sentence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consists of experts from different departments</td>
<td>7 %</td>
<td>Creating and administrating Facebook content requires the same effort as other media. There is a need for a social media team comprising company specialists meeting regularly.</td>
</tr>
<tr>
<td>Media monitoring (in real time)</td>
<td>7 %</td>
<td>Communications department considers and responds to detected discussions that are related to the company. This media monitoring is based on key words, so it does not replace the active presence on Facebook that allows for following updates in real time.</td>
</tr>
<tr>
<td>Pure statistics are bad metrics</td>
<td>7 %</td>
<td>For example, pure visitor numbers or downloaded page data are not sufficient to analyze whether a targeted marketing campaign has succeeded or not.</td>
</tr>
<tr>
<td>Needs assessments and permits to establish</td>
<td>3 %</td>
<td>The team assesses whether a new page or services are needed. It also administers permissions to establish new groups in the name of the company and helps to design the services.</td>
</tr>
<tr>
<td>Continuous researching and improvement</td>
<td>3 %</td>
<td>The mission of the social media team is to continuously study how to gain more online visibility. High quality contents are effectively shared further. Only continuous actions and notable content volumes create</td>
</tr>
</tbody>
</table>
Communications department takes care of the crisis informing 3 %

Do not participate in aggressive discussion during a crisis, and do not express your opinions or give out information that bypasses the communications department.

Table 19 Tasks of the social media team

Responsibility for Facebook communication and related media output is an important, but complicated task. The team responsible has to manage discussion about the company, its brands and products, and create key internal groups for particular tasks. These groups can be established to increase innovativeness between employees and managers, solve problems among specialists, and to select online videos and audios. Facebook can even be used to show recognition to employees in hope of increased commitment to the company. (Edosomwan et al. 2011:86) Companies really have initiated an important and powerful new department in their organizations. Facebook binds the whole company together around this continuous challenge.
5 CONCLUSIONS AND DISCUSSION

5.1. Conclusions

![Diagram showing Professional, Private, and Gray zone rules for company-internal Facebook regulations.]

Figure 4 Professional, unclear, and private company-internal Facebook regulations

The original basis of easy, informal, and personal communication has somehow been undermined in the Facebook regulations of companies. Professional regulations (Figure 4) clearly consider the preconditions for successful marketing, and do not touch any personal communication styles or topics. Private use regulations warn employees about mixing their status as employee with their personal capacity, and also demand to neutralize the communication so that any work connections would not suffer. The most intervening and restrictive rules are found in the grey zone category, where the demands to give out a professional impression are transferred into one’s personal communication.
Facebook has become a communication platform, almost an infrastructure for society, connecting also distant friends together. Ideologically, this platform guarantees privacy for its users, which is a prerequisite for a system that people choose to use. Companies are rocking the trust people have in Facebook by surveilling their employees. (Clark & Roberts 2010:518) The findings of this study show that companies use very severe threats of sanctions if employees do not follow set regulations. The loyalty clause in the Employee Contracts Act is used to highlight the power of managers: an employee must obey the set instructions (as long as the demands do not conflict with other laws or regulations). While companies implement work-life balance programs that give much valuation for private life, the Facebook regulations restrict open communication.

Work-life balance programs have a stable status in companies, and the ideology is spreading with lightning speed to those companies that do not yet utilize it. Still, a huge problem is concerns the managers, because they are unsure how to keep personal and organizational interests in good balance. Managers are wondering what the real effects are for the organization from these balancing acts. (Kelly, Ernst Kossek, Hammer, Durham, Bray, Chermack, Murphy & Kaskubar 2008) In my study I found some regulations that significantly restrict private life: “Sender is responsible for suitability.” Furthermore, the demand to satisfy all readers and respect all opinions can cause great tension between persons, if they never get express themselves about the frustration from their work.

Other harms for an individual, from dispersing the boundary between private and organizational lives, include a disturbed private life, which should be every person’s basic human right. Young users, especially, are prone to boost their identity by posting attention-seeking images and opinions, something that the Internet never forgets. (Clark & Roberts 2010:518) In many companies, employees are perceived to represent the company in all circumstances; something that young grassroots level professionals underestimate or might not understand.

Now we take a look back and answer the research question briefly: “How are personal and work-related uses separated in company-internal Facebook policies?”

There is a clear distinction between the private vs. professional duality concerning most of the rules. Still, almost half (43 %) of the companies make an intrusion to privacy zone by demanding employees to represent the company in all circumstances, which is a representational grey zone regulation.
According to 13 % of companies there cannot be clear private or professional regulations, because these roles have become mixed and intertwined, so that there are no generally applicable rules for the communication.

An average policy document was moderate restrictive (40 %) and concerned mostly work-related use (37 %). An example of this kind of regulation could be the prohibition to give out any confidential information. Every fifth company wants their employees not to use Facebook for personal purposes in working hours.

Highly restrictive policies were amounted in a notable 33 % of companies and 20 % had regulations concerning almost all uses: gray zone, private and professional categories. In contrast to this, 17 % of companies were very supportive, from which one company was relying completely on their employees “including trust in their conduct on Facebook”.

Thus, the findings show the great variance between controlling and supporting policies. Some companies have unrealistically high demands of control concerning private communication of employees, whereas the most liberal ones allow for trial and error everywhere on Facebook.

The main finding of this thesis is that a notable proportion of companies have some strict Facebook regulations that concern, not only the organizational, but also private communication of their employees.

### 5.2. Discussion

#### 5.2.1. Facebook strategies behind the policies

The variance between the very restrictive and supportive policies is really large, suggesting that there would be a great variance between the Facebook and organizational strategies. A harsh, but descriptive distinction would that there are two kinds of companies: those who see Facebook use as a possibility and those who see it as a threat. Light & McGrath (2010) supported this view by mentioning that companies want these two strategies to be in fit with each other. The policy document is intended to reflect the planned strategy. Because the majority of policies were restrictive, it seems to be a signal of the great amounts of warnings and articles about information security threats and image concerns. The positive aspects are not receiving as much
attention, and I suggest the existence of cautionary documentation to be a major influencer behind the restrictiveness.

The large amount of gray zone regulations seems to signal the lack of information about work-life balance concerns, which should affect the formation of Facebook policies. To “guard” the employees from the hostile Internet threats seem the most important, whereas the organization should primarily increase the perception of good balance between private and organizational lives. With the extra energy from relief, it should be easier to get the employees interested of Facebook, the related education, and the policies.

This thesis has criticized much of the negative actions by the companies, but there is a good reason why successful companies see Facebook as a possibility to strengthen their market position even more. A company that has questionable functions would probably want to avoid Facebook presence, because the customers would encourage each other to fight against the company. As majority of companies must know the risks and still choose to have their page on Facebook, this is a positive signal that companies are functioning well on average. Before they put efforts on Facebook where the dark areas are visible, the companies must have their basic production or service in good shape.

A couple of companies are relying so much on their employees that it seems to be connected with well-educated knowledge workers and high recruitments to get recruited into these companies. Another influential aspect can be other policies (e.g. a corporate communication policy) that already concern the suitable communication.

5.2.2. Employees must be alert online

Employees should keep only one eye on Facebook. It has been shown that some people concentrate solely on Facebook when they are supposed to be working and this shows a notable disrespect towards managers, colleagues, and even worse, customers. This is a key aspect that is discussed only briefly in the literature review, but some companies have mentioned this in their policies. A rule like this should be prioritized in visible customer service, but is broken easily. Many people think they have good awareness of what happens around them, and can follow this regulation easily, but the unpleasant reality tends to show many misplaced situations. High-performing individuals respect this rule with extra care.
The same applies to closed-office workers who easily can find themselves chatting on Facebook for really long times. Most work-intense persons will put their personal matters aside during workdays and chat only for refreshment. Others can think, “it’s cool that our employer allowed us to chat during work time”; which is nearly never the underlying intention.

Facebook is used also for enforcing internal group cohesion by creating virtual discussion groups for a professional team. There are many people who like this kind of socializing, but those who want to use Facebook merely for private communication should also be concerned. Even if they can leave aside the group messages, they are many times psychologically demanded to read the new messages as soon as possible, and/or post work-related status updates. If they don’t, the group can judge them for being careless and selfish. The traditional idea of employment is the ability to separate the organizational ‘self’ from the private (pure) self. This is crucial for the psychological recovery from stress.

Another challenge is to keep the focus on tasks. I assume that the longer the history of the group, the more they just socialize about entertaining or private life matters. For new groups these are perfect, whereas the settled groups already have their informal connections. A very goal-oriented group can achieve effectiveness, but this might be rare.

5.2.3. Academic education becomes more important

Academic workers and those who have a stable career behind them would probably not be radically affected by existence of Facebook regulations, whereas the young and uneducated persons get an additional obstacle for their employment. Summer employments and unemployment are both substantial phenomena in the Finnish context.

As the study by Peluchette & Karl (2010) shows, there is a tendency to look rough and brave on Facebook among the young people. They are used to write openly about their moods and use harsh language. These studies and practical observations make summer employments under a greater consideration. Even if the policies were shown to young employees the problem is: do they really follow them and understand the threats of openly saying negative information about the company? Persons, who already have made through academic studies, should have enough of proof that they can act on
Facebook. Organizational Facebook communication is a complicated skill that requires many abilities, such as proper grammar, routine of Facebook use, customer-oriented mindset etc. Some additional years of age usually helps to build stability and stamina to tolerate frustrating customer-service situations.

5.2.4. **Companies should regulate with consideration and respect**

Not everything can be regulated. Maybe the average length and volume of rules is a natural outcome of social media teams. The findings show that the teams can include representatives from all departments, who all probably want to include some aspects that they feel important for their function.

An interesting comparison is between the restrictive regulations and social responsibility programs of companies. A broad view of corporate social responsibility (CRS) would demand the companies to take care of employee’s private wealth and basic rights. Would be interesting to see what a company representative would ask to questions like: How do your social media policy support your promises of social responsibility?

Companies require their online customer service staff to introduce their name and position. This is a brave habit, because they need the craftsmanship to give out high quality answers almost instantly. By doing this, they step aside from many excuses (e.g. ‘it was a summer assistant who answered’). There are only positive sides for the customer: he/she can point out who said (promised) what, the atmosphere feels a bit more polite, and whenever the first line employee can’t answer properly, the position will show when a manager steps in. People seem to be very confident and satisfied about a manager’s words.

The three organizational actors for Facebook are managers, communications department, and employees. Communications staff has the role of mediators; they advise the managers about information ethics, privacy concerns, and technical restrictions of creating something online. Even if management has good intentions, there is a possibility of over (or under) regulating employee communication. If the regulating is left on the shoulders of the communications staff, they are probably unable to integrate it with the main organizational strategy. A successful policy document needs active thinking and acceptance from both parties, with possible comments from the employee representatives.
Educated representatives demonstrate a new organizational skill that is creating new a prerequisite for applying to certain positions, but also a possibility to specialize in a new field. Probably many young persons, who are likely to be users of Facebook, are positively excited and willing to get this kind of education. Some company managers seem to know have a minimal awareness of organizational Facebook regulations, at the very among them who answered: “We don’t have public Facebook pages, so we don’t need any regulations.”

In many cases, Facebook is seen as an external ‘choice’ that a company can choose to include – or not include in their organization. The more realistic view is that Facebook exists in the company structure anyway, something that companies cannot opt away. Employees will anyway use the system to discuss work-related matters, or in working hours. The wisdom is to recognize this, and alter the usage to fit the main organizational strategy. People do not like to step aside from something that they assume to be a basic commodity to ease their lives. For office workers, especially, Facebook has become an infrastructure that should not be forbidden without good reasons. Otherwise the company will carry the negative side effects from a perception of injustice.

5.2.5. Virtual connections (temporarily) lower the power distance

If supervisors and colleagues are allowed to connect with each other on Facebook, the employee might feel uncomfortable to not invite the company personnel to the friends list. This kind of pressure to accept these invites origins from the natural need for cohesion. Connecting with colleagues should be really common among ultra-social and unsocial people, who want to accept any friendships. Supervisors must see these online friend invitations also from the perspective of leadership: I would dare to say even that the more insecure a manager is about his (non-positional) leadership skills, the more likely he is to feel uncomfortable with having subordinates on his friends list. In a modern company, this kind of “power distance” is seldom required or positive between a subordinate and the responsible first manager.

Obviously some managers are not celebrating the flatter hierarchy and increased democracy created by Facebook. The traditional organizational chart loses a bit of its power when an employee is unhappy about some issue at the workplace. This employee can share his mood on Facebook and get some recommendation to resist the perceived unfairness. The support from online friends can encourage the employee to openly
refuse performing some action, or to make him demand a change. This becomes topical if they need to deal with unacceptable behavior from their manager (or colleagues). Managers with lower interpersonal skills (leadership skills), especially, want to seek strength from a clear power structure with them themselves on top.

A wise manager would use whatever channel for feedback that employees feel most comfortable with. Listening to employees’ concerns would guarantee a greater basis for self-development as a manager, and to improve the employees’ work atmosphere.

5.2.6. Some of the existing requirements seem unrealistic

It is a bit funny how, once again, employees are reminded about the need for strong passwords and unique login information across a range services. In reality, there are employees (specialists) in pretty high positions who use really weak passwords (e.g. name and birthday of a family member) and the same login details for each system. People cannot understand this kind of ‘abstract’ security threat the same way as leaving the car unlocked. Some companies also advise employees to adjust different visibility settings to each grouping on a friends list. This seems very unlikely among the non-technical persons.

Another questionable point is companies demanding that user terms and conditions of Facebook be understood, followed, and checked regularly for the latest updates. When should an employee do this: in working hours? In reality they are practically required to check out the information in their free time, which is a bit absurd. This is not any traditional function of the company. Also the (single) request to boost the company's image by writing something positive (e.g. every 10th message) is something inappropriate. This is an “internal commercial” trying to convince employees to sell their personal thoughts for the sake of the company. It’s no wonder if the personnel feel this somehow discreditable and this regulation might even take some effectiveness away from the acceptable regulations.

Some companies follow the ideological distinction between social media services – just like these were designed to be. Facebook is meant to satisfy unprofessional communication with family and friends, whereas LinkedIn and Twitter are suitable for business uses. This seems ineffective in terms of marketing. LinkedIn is a good platform for recruitment uses and Twitter for ‘fans’ or employees of the company, but the large mass of prospecting customers are only on Facebook.
5.2.7. You can be open (only) about suitable information

The prerequisite of openness applies to Facebook policies: When you are confident about the good quality of yourself and your products (e.g. Facebook regulations document), you can be more open. The policies of Yle and IBM (p. 28) are textbook examples of a good document, showing trust in their employees. If a serious attack towards a company is made by a white-collar employee, there must be serious internal problems elsewhere. It is unlikely an employee would have any reason to talk behind his or her company’s back, and even if a policy were to exist, a frustrated employee could bypass it. The recruitment and introduction should meet their purpose so that the personnel have some kind of common sense and loyalty towards their employer too. However, any Facebook-specific rules should always be documented, such as the different visibility settings to target groups.

The restrictive policies do well already by concentrating focus on how large the real audience is, and how easy it is to share updates with a whole new social circle. From the perspective of individuals, their basic need to socialize and gain acceptance is one of the underlying reasons for joining Facebook. Why wouldn’t they post radical contents by which they collect the most ‘likes’ and laughing smileys, or just conventional acceptance on a placid topic? The probability of entertaining the whole friend circle grows, the more one posts about these grievances or hilarious occurrences. Anything negative they would say about the company can end up in the hands of personnel.

5.2.8. The future of organizational Facebook communication

There is a possibility that communication will become more open if awareness among managers and specialists about the dangers of restricted personal communication rises. More companies might also voluntarily publish their Facebook policies when they get more confidence that their document looks professional, ethically proper, and does not include any revolutionary business secrets. The large number of ‘our policies are being updated’ (negative) answers to my inquiries seems unrealistic. Even though the documents are liable to continuous updates, obviously some companies were being fictitious when they bypassed my request. The real reason could be that their policies are really poorly finished and superficial, and companies are worried this will look unprofessional. If this causality is true, the only direction is improving their policies.
The category “Liberal, precursor rules” in my findings might show a future direction for companies. As companies have shown a significant tendency to make restrictive policies, the most probable direction is towards greater openness. In these liberal recommendations, employees are encouraged to learn Facebook culture by trial and error, enhancing the positive possibilities of use. One company in my study even openly admitted that any Facebook regulations are contradictory to the original, open-minded purpose of the system.

As incidences on some regulations are amounting really high (from 50 to 83 %), it might raise a question: Why wouldn’t the Facebook company add these kinds of common requirements in the user terms and conditions. As income from companies is fundamental for Facebook there should be a tendency to develop the system according to feedback and wishes from companies. It would be dangerous to make too much of restrictions if some companies would stop using the system. More likely we are going to see more differentiated Facebook pages in the future as Facebook marketing companies grow in amount and size.

Finland is also a country of strong labour unions and as the awareness of the highly restrictive employee communication increases, it might launch new demands. The unions might want to include some minimal demands for openness, for example that private communication of employees cannot be restricted. Another option is that national legislation is updated to concern the free communication. It seems a bit unrealistic that the contemporary restrictiveness would be allowed in the future.

5.2.9. Suggestions for further research

There is clearly much research work to do for academics of organizational behavior and information systems science and thereby to transform this knowledge into companies. Suggestions for further studies concern: (1) the positive and negative effects of companies’ Facebook regulations for employees, their families and friend spheres, as well as for companies and the society; (2) Does the management lack information about the side effects of these regulations, or have they have decided to maintain the external image over the internal functionality and well-being of the employees; (3) Why do some companies allow their employees to use Facebook almost freely? Do they have nearly complete trust in their employee base or do they undervalue the risks of using online services? (4) The policy-making process: interviewing personnel and a possible
comparison between intended versus realized effects. (5) Education and policies for representatives in social media teams.
SVENSK SAMMANFATTNING

Introduktion

Facebook används för både professionella och privata ändamål med en användarprofil (Hull et al. 2011:290), vilket gör chefer omvedna om hur de ska intensifiera en barriär mellan det privata och professionella livet bland sina anställda. Den här klara distinktionen skulle hjälpa att nå en hög arbetseffektivitet och tillfredsställelse hos de anställda. (Kelly et al. 2008)


En individs synliga Facebook-kommunikationen har ofta ansetts vara personlig med tanke på stilnivån, men kan ändå vara reglerad av företagets regleringar, t.ex. "Var vänlig, argumentera aldrig." Det tuladade användningssyftet (privat vs. organisationell) är oklart, eftersom den enstaka profilen är tänkt att tillfredsställa både ändamålen (Bateman, Pike & Butler 2011:79). För att bättre förstå det synliga tillståndet inom den pågående organisationella Facebook-kommunikationen, analyserar jag i den här avhandlingen regleringarna genom att ordna dessa i relevanta kategorier för akademiker och företagens kommunikationsspecialister.
De valda nyckelområdena som hänvisar till organisationell Facebook-kommunikation är (1) stil- och innehållskrav på meddelanden (kommunikation), (2) tydligt åtskilda privata och organisationella sfärer (work-life balance), och (3) negativa implikationer av att blanda ihop dessa sfärer och begränsning av yttrandefrihet (intrång på privatområdet). Därför rör den här avhandlingen minst två akademiska områden: infomationsbehandling (IB) och organisationellt beteende (OB, Organisational Behavior).


**Syfte**

I denna avhandling har jag gjort en sammanhängande och omfattande litteraturgenomgång genom att föra samman litteratur om användning av Facebook i organisationer. Jag har också analyserat företagsinterna Facebook regleringar i avsikt att öka kunskapen om regleringar bakom företagens och den anställdas bild i sociala medier. Mina kategorier presenterar resultaten ur de privata och organisationella regleringarnas perspektiv, ochinom ett gräområde mellan dessa.

Terminologi

**Social nätverkstjänst** (eng. Social Networking Site, SNS) är en WWW-sida som möjliggör att användarna kan skapa helt eller delvis avslöjade personliga profiler. Användarna kan välja vilka andra användare de vill ansluta med, och systemet ger ut en lista över alla deras aktiva anslutningar. (Boyd & Ellison 2007:2)

**Web 2.0** betyder utvidgad användning av World Wide Web-teknologin så att media kan kontinuerligt modifierias på hemsidor. Vanliga former av Web 2.0 är bloggar, wikisidor, och tekniker som Adobe Flash och RSS. Sociala nätverkstjänster (t.ex. Facebook) är inte ren Web 2.0, men Web 2.0-teknologin kan anses vara en förutsättning för en fungerande social nätverkstjänst. (Kaplan & Haenlein 2010:60-61)
**Work-life balance** hänvisar till ett optimalt tillstånd, i vilken en anställd känner att hans fritids aktiviteter (familje) inte lider av arbetsmödan, eftersom det finns en ömsesidig balans, (Kalliath & Brough 2008:326).

**Litteraturgenomgång**

Facebook gör det lättare att kommunicera för vänner som bor långt ifrån varandra. I tillägg till avlägsna förhållanden, förstärker Facebook också vänskapen med geografiskt nära vänner. Somliga försöker skapa vänskap även med okända personer, vilket tar mer tid för att dessa virtuella vänner aldrig ha haft samtal med varandra förut. När en användare har lagt till tiotals vänner kan Facebook användas som verktyg för att informera den sociala kretsen om nya händelser och nyheter som är relevanta för användaren. Vissa vänner är benägna att skicka dessa statusuppdateringar vidare som virtuella rapporter. Om användaren har mycket vänner brukar det alltid finnas något intresse för alla slags meddelanden. (Manago, Taylor & Greenfield 2012:369)

Ett speciellt särdrag av statusuppdateringar är tendensen att avslöja mycket personlig information. Facebook kultur har utvidgat graden av ”tillåtet eller socialt acceptabelt” avslöjande, vilket gör att människor delar sådan information som traditionellt skulle ha varit extremlt känslig till sin natur. (Manago, Taylor & Greenfield 2012:369) På grund av den kommersiella naturen av Facebook, har alla meddelanden i nyhetsflödet hur som helst, inte sitt ursprung i användarnas vänner. Facebook har kritiserats för att användarinformation används till riktade reklamer.

Oavsett att arbetstid kanske inte är det mest lockande sättet att tillbringa sin tid, är möjligheten att jobba en förutsättning för hälsosam personlig ekonomi. Om arbets- och familjeliven vore helt sammansatta, skulle folk kunna råka ut för att bli arbetslösa på grund av personliga val (”hans politiska opinioner är för radikala”; ”hennes sexuella beteende är för öppet”). Det här skulle vara en farlig trend och leda till diskriminering av lämpliga arbetstagare. Tenden den att arbetsgivarna övervakar de anställda är oetisk. Om människor tappar tillit till nätverken, minskar folk naturligtvis på användningen av dem. Det är viktigt att minnas betydelsen av Facebook för samhället med tanke på förbättrad kommunikation, speciellt på distans. Det enda sättet för Facebook att upprätthålla erkänd status är att garantera sekretessen för användare. (Clark & Roberts 2010:518)
Företagen registrerar och öppnar sidor på Facebook eftersom det är ett sparsamt val för marknadsföring och en signal på tillförlitlighet för kunderna, vilka kan ställa frågor om företaget eller dess produkter. (Edosomwan et al. 2011:87) Frågorna på ett företags Facebook sida besvaras av vem som helst ackrediterad anställd, eller även av andra kunder. (Savaspuro 2013) Anställdas privata kommunikation på egen eller en väns profil kan tolkas som organisationell kommunikation av utomstående, och därför rekommenderas det för företagen att skapa Facebook regleringar för hela personalen. (Ministry of Finance 2011:26)


Användning av Facebook har spridit sig till alla nationellt (och internationellt) viktiga områden, inklusive politik, kommersiellt affärsliv, och hälsotjänster. Påverkningarna är den ökande användarmängden, och de större effekterna på det privata och organisationella livet. Dessutom kan människor med samma eller likadana ideologier, livsvärden och attityder hitta varandra, prata om saker och utbyta åsikter. (Yousif & ALSamydai 2012:85) Att vanliga företag har en offentlig Facebook sida blir alltmer vanligt och professionella businessförhållanden förflyttas till sociala medier. Facebook erbjuder en helt ny grupp av möjligheter för företag och andra organisationer.

Omedelbart efter lanseringen av Internet har den offentliga diskussionen dominerats av datasäkerhet. Säkerhetsproblem relevanta för Facebook är i stort sett systematiska och uppkomsten av informationsläckor beror delvis på kontexten. (Hull et al. 2011:289) Lagstiftningen kommer sannolikt att bättre ta hänsyn till Facebook användning i framtiden. Datasäkerhetsfrågor är inte väl undersökta och polisens och myndigheternas rätt att undersöka användarprofiler har inte ännu klargjorts.


Dataombudsmannen i Finland har betonat de strikta regleringarna som kontrollerar arbetsgivarnas sökningar efter tilläggsinformation på Facebook under rekrytering. Att 'Googla' jobbsökande kandidater är förbjudet alltid när personen är omedveten om detta. Enligt den finska lagstiftningen måste arbetsgivaren samla personlig information om nuvarande och prospektiva anställda primärt av personerna själva. Om en arbetsgivare samlar in information från andra källor, måste personen det gäller ge tillstånd till dessa sökningar. (Pantsu 2011)

Då ett arbetsavtal sluts blir den anställda skyldig att utföra arbetet för arbetsgivaren under dess ledning och övervakning (Finlex 2013c). Arbetsavstalslagen i Finland kräver att anställda följer den goda förhållningen, vilken förutsätts i deras position. Denna lag bär smeknamnet "lojalitetsvillkor" i folkmun och har ofta refererats i Facebook relaterade guider och diskussioner; "Arbetstagaren skall i sin verksamhet undvika allt som står i strid med vad som skäligen kan krävas av en arbetstagare i den ställningen." (Finlex 2013c) Samma lag begränsar att den anställda inte får ge ut sådan information
som anses vara handels- eller affärs Hemlighet för företaget. Detta villkor är giltigt även efter uppsägning av arbetsavtal. (Ministry of Labour 2007:10)

**Metodologi**

Huvudsyftet med denna avhandling är att undersöka: ”Hur är personliga och arbetsrelaterade användningar skiljade i företagsintern Facebook regleringar?”

Att svara denna forskningsfråga har jag undersökt de underliggande strukturerna bakom anställdas Facebook-kommunikation. Med andra ord tyder den inte på att beteendemönster och vanor är enbart personalitetsdrag hos en anställd, utan istället är de påverkade av gängse (företags-) kultur, regleringar, och personlig tolking av de skrivna meningar i regleringarna. Således bygger forskningsfrågan på att världen är en social konstruktion.


Om studien är inriktad på att få fram de beräknade antalen, t.ex. hur ofta ett sociellt fenomen upprepas inom en viss tidsintervall passar en kvantitativ forskningsstrategi troligen bäst. Däremot när huvudsyftet ligger på att forska i hurdan uppfattning eller världssyn folk i vissa sociala grupper har är en kvalitativ forskningsstrategi förmodligen lämplig för att fånga deras uppfattningar om världen. (Bryman & Bell 2003:44) Regleringarna möter den omgivande världen och innehåller gruppinterna (företagsintern) åsikter om möjligheter och hot, vilket stöder valet av ett kvalitativ tillvägagångssätt för denna avhandling.

Forskningsetiken säkerställer huvudsakligen att ingen skada orsakas, observerade personer är villiga att delta, deras sekretess är inte hotad, och informationen behandlas

För att säkerställa validiteten i en social-konstruktivistisk forskning genomförde jag studien så att (1) läsaren tror på forskarens förmåga att studera ämnet på ett professionellt sätt, (2) forskaren lyckas förklara varför hans studie är nyttig för andra forskare; och (3) läsarna får någon verkligt ny information som ändrar deras nuvarande antaganden. (Easterby-Smith et al. 2008:96) Mängden perspektiv och bekymmer är exakt beskrivna, ifrågasatta, och valen är grundade på generella teorier om forskningsmetodologi. För att forskningsfrågan är relevant för denna tidsperiod skapar den här studien värdefull och intressant information för både forskare och andra läsare. Noggrannare sagt har jag säkerställt min professionalism genom att sammanställa en omfattande litteraturgenomgång och metodologisk ram. Dessutom har jag presenterat central bakgrundsinformation och behovet för den här studien i introduktionen.


Tyngdpunkten i denna analys ligger i att finna intressanta kategorier av Facebook regleringar, relaterat till den fördefinierade forskningsfrågan. I min forskningsansats har data analyserats efter insamlingen för att hitta de mest relevanta fenomenen och skapa kärnteman för analysen (Saunders et al. 2012:549). De resulterande kategorierna skapades samtidigt som jag gick igenom data. För det första var kategorierna preliminära ”gissningar” om intressanta, klara, och upprepade fenomen, men några av dem visade sig vara enskilda fall eller så lyckades jag inte göra några klara åtskillnader. De ”lästa” huvudkategorierna delades upp i mindre underkategorier av intresse.
**Resultat**

Utifrån resultaten var det lätt att konstatera tre generella ståndpunkter (grad av begränsning, reglerade områden och tillåten användningstid) som illustrerar den stora variansen mellan olika regleringar. Bestämmande av de olika mängder av incidenser för dessa tre generella grupperingar var klart. Regleringarna som var begränsande (t.ex. kom ihåg grammatiken) kunde lätt skiljas från stödande regleringarna (t.ex. våga att visa din åsikt). Mängderna i de olika grupperna berodde på förhållandena mellan begränsande och stödande regleringar. Samma logik kan tillämpas också på de andra kategorierna, inte enbart för ”grad av begränsning”.

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<tbody>
<tr>
<td>Mycket begränsande</td>
<td>10</td>
</tr>
<tr>
<td>Måttligt begränsande</td>
<td>12</td>
</tr>
<tr>
<td>Stödande</td>
<td>3</td>
</tr>
<tr>
<td>Mycket stödande</td>
<td>5</td>
</tr>
</tbody>
</table>

**Tabell 1: Grad av begränsning**

En betydande mängd av guiderna är mycket stödande, det vill säga de anställda uppmuntras att ansluta sig till Facebook eller att öka sin användningstid (e.g. från privat till arbetsbruk också). Dokumenten i allmänhet är planerade att täcka de strategiska hoten om missbruk och lämna allt annat till de anställdas eget övervägande. I en mycket hög proportion av regleringarna ingår en omfattande (t.ex. 25 sidor med liten font) lista över riskabla situationer där Facebook inte ska användas.

De mest revolutionerande specialisterna berömmer all organisationell användning av Facebook och råder alla chefer att uppmuntra sin personal att använda Facebook också på arbetstid (Blake 2012). Den motsatta inriktningen betonar behovet av övervakning för att anpassa användningen till kundernas behov. Genom detta kan företaget vinna mycket positivt utrymme för online marknadsföring. (Henry 2011:2)
### Table 2: Reglerade områden

Antagandet om alla dokument om arbetsrelaterade användningsregler är att dessa mest eller nästan enbart rör arbetsrelaterat beteende. Det är lite överraskande att märka sådana regleringar som råder de anställda om deras privata användning, d.v.s. försöker påverka de anställda att se bättre ut inför människor på deras vänlista. Fortfarande lämnar många företag nästan all användning av Facebook i övervägande av deras anställda.

### Table 3: Tillåten användningstid

En problematisk fråga med Facebook är att även om ledningen skulle förbjudas dess användning på arbetstid, har de anställda ändå tillgång via sina smarttelefoner och surfplattor. Efter att de har öppnat Facebook kan deras vänkrets erbjudas hjälp och insider information. Det är lockande att använda den här extra kunskapen med avsikt att få befordringar och bättre social status. På grund av detta kommer de anställda säkerligen att använda Facebook även om det är mot reglerna. Nackdelen är att privata värden delvis (eller helt) kan tränga undan de organisationella. (Henry 2011:3)
Slutsatser

<table>
<thead>
<tr>
<th>Professionella</th>
<th>Grå zon</th>
<th>Privata</th>
</tr>
</thead>
<tbody>
<tr>
<td>Online marknadsföring har skiftat från hemsidor till Facebook marknadsföring</td>
<td>Anställda representerar företaget under alla omständigheter</td>
<td>Tydliggör när du skriver i din privatroll</td>
</tr>
<tr>
<td>Företaget väljer representanter</td>
<td>Lojalitetsvillkor</td>
<td>Kolleger och förmän kan läsa statusuppdateringarna</td>
</tr>
<tr>
<td>Fokus ligger på arbetsrelaterade statusuppdateringar (bara) inom din specialisering</td>
<td>Engagemang i arbetet ska aldrig ifrågasättas</td>
<td>Du kan berätta om ditt arbetsförhållande</td>
</tr>
<tr>
<td>Medge och korrigera dina fel</td>
<td>Lyda lagen; du är personligt ansvarig</td>
<td>Respektera alla åsikter</td>
</tr>
</tbody>
</table>

Tabell 4: Professionella, oklara och privata företagsinterna Facebook regleringar

Den originala basisen med lätt, informell, och personlig kommunikation har på något sätt undergrävts i företagens Facebook regleringar. Professionella regleringar (Tabell 4) funderar över klart förutsättningar för framgångsrik marknadsföring, och rör inga personliga kommunikationstilar eller rubriker. Privata regleringar varnar de anställda att inte blanda deras status som anställd med deras personliga egenskaper, och kräver också att de neutraliserar kommunikationen så att inga professionella förhållanden lider. De mest inskränkande och begränsande regleringarna kan hittas i grå zon-kategorin där krav på att skapa ett professionellt intryck har överförts till att gälla de anställdas personliga kommunikation.

Work-life-balance-programmen som ger mycket värde till privatlivet begränsar Facebook reglingarna öppen kommunikation.


Andra skador för en individ, utöver att försvaga gränsen mellan det privata och det organisationella, omfattar ett avbrutet privatliv som är varenda människas grundläggande rättighet. Speciellt unga användare är benägna att lyfta sin identitet genom att lägga ut uppmärksamhetssökande bilder och opinioner, någontings som Internet aldrig glömmer. (Clark & Roberts 2010:518) I många företag uppfattas de anställda representera företaget under alla omständigheter, vilket de unga professionella kanske inte förstår eller vilket de underskattar.

Utifrån det ovanstående kan jag således ge en kort svar på forskningsfrågan: ”Hur är personliga och arbetsrelaterade användningar åtskiljde i företagsinterna Facebook regleringar?”

Att uttrycka privata bekymmer (humör, personliga händelser) är sekundärt jämfört med officiell och/eller faktisk kommunikation (produktinformation, informativt utbyte av ideer) med avsikten att ge ett professionellt intryck. Således verkar företagen placera företagets bild framför de anställdas privata öppenhet.

**Diskussion**

Den stora variansen mellan de mycket begränsande och supportiva regleringarna är stor, vilket tyder på att det finns en större varians mellan Facebook- och organisationella strategier. Light & McGrath (2010) stödde denna syn genom att nämna företagens vilja att anpassa de två strategierna till varandra.
Regleringsdokumentet är avsett att återspegla den planerade strategin. Eftersom den klara majoriteten av regleringarna var begränsande tycks detta speglas i väldigt stora mängder varningar och artiklar om hot av försvagad säkerhet eller försämrad företagsbild. De positiva aspekterna får inte så mycket uppmärksamhet och jag föreslår att detta har påverkat mängden av restriktiva regleringar i stor utsträckning.

Den stora mängden grå zon-regleringar verkar signalera bristen på information om work-life-balance frågor, vilket bör påverka utformandet av Facebook regleringar. Att ”vakta” de anställda gentemot de fientliga Internet hoten tycks vara viktigast, medan organisationen primärt ska förstärka uppfattningen om en bra balans mellan det privata och organisationella livet. Med extra energin från privatlivet bör det vara lättare att få de anställda intresserade av Facebook, av relaterad utbildning och regleringarna.
REFERENCES


APPENDIX 1  COVER LETTER

The following text was used for requesting social media policies from the companies.

Hei,

Kerään aineistoa Facebookin käyttöä yrityselämässä tarkastelevaa pro gradu -tutkielmaani varten. Tutkimusosassani ryhmitelen suomalaisten yritysten sosiaalisten median viestintäsäännöstöistä löytyviä piirteitä ja pyrin analysoimaan noin 30 yrityksen säännökset.

Tulokset julkaistaan (taulukoidussa) muodossa tyylilin: "76 % säännöstöistä ottivat kantaa yritykseen nimissä annettuun asiakassuhdeviestintään, kun taas vain 14 % ohjeista puuttuivat millään tavoin vapaa-ajalla tapahtuvaan viestintään." Pyytäisin avustamaan minua lähettämällä sosiaalisen median ohjeistuksen tutkimustani varten.

Tuloksista ei missään vaiheessa pitäisi pystyä jäljittämään alkuperäisiä lähteitä. Mikäli sosiaalinen media on käytännössä osa yleistä kommunikaatiosäännöstöä (ei erillistä "sosiaalisen median ohjetta"), tarkastelisin mielelläni k.o. ohjeistusta.

Voin halutessanne lähettää teille koko lopputyöni luettavaksi ennen julkaisua. Kiitos etukäteen, mikäli tuette tutkimustani!

Ystävällisin terveisin

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Niko T. Nykänen