Effects of Social Media on Organizational Behavior

in Non-democratic Countries

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Abstract: Many researchers (e.g., Johns, 2014; Parveen, Jaafar & Ainin, 2014; Razmerita, Kirchner & Nabeth, 2014) have suggested the use of social media in companies has several and different positive effects on the behaviors of managers and employees however, the majority of these studies has focused their attention on national and international companies hold in developed countries where the democracy is part of the national culture of their citizens (Mossberger, Wu & Crawford, 2013; Reilly & Hynan, 2014). But what happens when social media is introduced in companies where the national culture doesn't have embedded the democracy principles? From a theoretical perspective, this study developed a framework based on the current literature in order to suggest several proposals about how the use of social media in this kind of companies affects on some organizational behaviors. Some of these effects on organizational behaviors are the changing in the way how managers lead their employees (Korzynski, 2013; Cho, Hwang & Lee, 2012), the new processes to take decisions that managers and employees use (Diga & Kelleher, 2009; Sigalaa & Chalkitib, 2014) and the ways how employees communicate among them and with managers (Huang, Baptista & Galliers, 2013; Kooa, Watia & Jungb, 2011). The results of this study allow to establish a framework and starting point to research on the effects of social media on organizational behaviors and consequently on the ways how these companies compete in their own countries and in international contexts.

Key words: social media; organizational behavior; non-traditional democratic countries
JEL codes: M12, M14, M15

1. Introduction

With the advent of social media into the human life, the way in which organizations is internally cooperating, culturally change (Mossberger, Wu & Crawford, 2013). However, organizations do not achieve the full process of cultural change by themselves, but social media gradually integrate changes in organizational behavior and communication beyond of organizational boundaries and lead to contentious improvement (Reilly & Hynan, 2014). Kooa, Watia and Jungb (2011) state that changing the relationship between the employees and senior managers and even with the leader, is the most important goal for adopting a new information system and technology in organizations while social media tools have the potential to advance organizational interactions on its own.

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Jin (2013) states that social media as a new interactive platform facilitate the communication and information exchange for all types of individuals and organizations with different moral characters and cultural dimensions in a democratic environment. Johns (2014); Razmerita, Kirchner and Nabeth (2014) suggest, social media dramatically expending the opportunity to practice democracy more than just a platform to practice communications. Within a short time a number of countries in North Africa and Middle East with autocratic governments have started to move to initiate the process of democratic change (Danju, Maasoglu & Maasoglu, 2013). The role of social media in these revolutions which is called Arab Spring is undeniable (Cattle, 2011; Danju, Maasoglu & Maasoglu, 2013; Taki & Coretti, 2013). Therefore as many of these uprising and unpredicted revolutions lead a number of developing countries to experience democratic culture, the main aim of this paper is to suggest a number of proposals about how the use of social media negatively impact on organizational behavior in non-democratic culture countries.

In developing countries, there is very little research on the role of social media and their impacts on managers and employees behaviors at the individual and group levels. The majority of researches in developed countries suggest that social media have mainly positive effects; however this research proposes that social media can affect negatively organizations where there isn't a traditional democratic culture. For this reason, it's so important to reply the current results on these developing countries without democracy culture.

2. Impact of Social Media on Organization Behavior and Culture

Kaplan & Haenlein (2010) define social media tools as the online interactive platforms which are new era of web-enabled applications that engage users to participate in and create content through social networks in order to communicate and share information with other users and public. According to Vuori & Okkonen (2012) social media involves and builds a wide variety of formats such as Social Network Sites (Facebook, Twitter & Instagram), Wikis, Blogs and Podcasts which enable users to share information by variety of content formats such as text, videos, graphs, pictures, audios and PDF through internet. Jin (2013) states that social media have been operationalized broadly as digital web based applications which facilitated the communication and content exchange among all types of users and organizations.

Social media as a professional communication platform is extensively used to connect individuals through networks for sharing their information in different ways (Ellison, 2007; Kaplan & Haenlein, 2010). Although at the firstly stage of social media development, individuals mostly use these platforms for routine activities and entertainment, but gradually social media gained an important place in human life (Bourlakis, Papagiannidis & Fox, 2008). In fact social media with different kinds of applications and tools generate interactive and mutual communication platforms where all people and organizations directly communicate with each other (Culnan, McHugh & Zubillaga, 2011; Subramaniam, Nandhakumar & Baptista, 2013).

The use of social media technologies is spreading at an inconceivable speed (Kaplan and Haenlein, 2010). One of the most important areas of this adoption growth is in organizations, where the leaders and senior managers expect that these new communication tools progress the organizational processes (Parveen, Jaafar & Ainin, 2014). However, a number of researchers (e.g., Cho, Hwang & Lee, 2012; Huang, Baptista & Galliers, 2013; Korzynski, 2013) have mainly been unsuccessful to explicate how the use of social media differently impact on organizations in comparison with other forms of communication mediums.

Some especial behaviors' features such as transparency cause more ethical situation in the workplace and

significantly improve organizational communication patterns (Creed & Zutshi, 2012). Transparency as an effective behavior decrease unfair, biased, prejudiced and discriminatory behavior and practice inside of the organizations and lead organization to work in a legal context and gradually meritocracy will become as a highest value for leaders, managers and employees (Creed & Zutshi, 2012; Sigalaa &Chalkitib, 2014; Diga & Kelleher, 2009). So, we could wonder what happens when we introduce transparency mechanisms in non-democratic culture.

New social media tools and networks has got new power inside of organizations by developing transparency, facilitating the communication and sharing information through interconnected networks that affect on breaking organizations' culture and boundary in an intangible way (Creed & Zutshi, 2012). Technological change has both positive and negative impacts on organization culture which positive impact feels tangibly while negative impacts comes beyond of organization boundary (Sigalaa & Chalkitib, 2014). In more details, these effects impact differently in organizations based on the country culture, political and demographical variables. Although if leaders, senior managers, employees and teams could carry on technological change in a significant way where all applications and networks use based on an ethical policy, the organization will go through more efficient and collaborative situations (Creed & Zutshi, 2012; Diga & Kelleher, 2009).

According to Carpenter, (2012), narcissism is one of negative outcomes of social media usage on individuals. Bergman et al. (2011) explains narcissism as a psychological personality disorder that inflates people in the sense of their own significance which lead them to a profound need for respect to a high level of expectation from others in any society. These kinds of people are extremely confident but very sensitive to the slightest criticism (Bergman et al., 2011). With all these, Leung, (2013) suggests that the narcissism optimistically is associated with leadership capabilities and skills which often results in the rise of interpersonal creativities. Some researchers (e.g., Amichai-Hamburger & Vinitzky, 2010; Bergman et al., 2011; Ong et al., 2011) believe there is positively relation between narcissism and the advance of social media among people. As the use of social media globally increases and social media networks are becoming more accessible, Ong et al. (2011) discusses that the proportion of narcissism people likely to increase because social media enable people with high level of narcissism to create the contents based on the their own inflated self-views.

Bughin (2008) and Subramaniam, Nandhakumar and Baptista (2013) suggest that the processes and activities inside of organizations shift by adopting use of social media because social media power goes beyond of decision making and affect on community building (Culnan, McHugh & Zubillaga, 2011; Gallaugher & Ransbotham, 2010). According to Gallaugher and Ransbotham (2010), social media brought a much number of positive impacts inside of organization by facilitating collaboration where activities and communication conduct in real time. While most researchers work on positive impact of social media, there is little attention on investigating of negative impacts of social media on people behavior inside of organization where the capacity of democratic culture has not been evaluated.

3. The Role and Impacts of Social Media in the Transition to Democracy in Non-traditional Democratic Countries

According to Ghannam (2011), social media as a communication platform for sharing data had a strange and unique affect on the advance of the Arab spring as one of the most important events in recent years in the world. In fact people experienced democratic model by sharing data and information through social media networks like

Facebook and Twitter as transition information channel.

Many scholars (e.g., Danju, Maasoglu & Maasoglu, 2013; Ghannam, 2011) on the research of impact of social media on Arab Spring demonstrated that the people engagement and interaction with social media networks were the most important and effective reason in rise of this revolutions in Arab countries where individuals are connected in an online platform with dramatic speed of sharing and transiting data to other people in all over around the world.

Social media by promoting transparency among individuals and also geographically providing organized and structured learning environment built up new awareness generation that can work together and make plan in a collaborative environment even if they are not close to each other (Danju, Maasoglu & Maasoglu, 2013; Huang, Baptista & Galliers, 2013).

Social media introduces the developing countries into a new environment with full of challenges to experience democratic culture (Nicholson & Sahay, 2003). This growth has been so quick to reinstate of new situation where entrepreneurial opportunities are creating by organizations and individuals to exploit from this communication platforms for supporting collaboration, team-working and communication inside and outside of organizations to capture business opportunities (Black & Jacobs, 2010). The results show that social media technology lead organizations and individuals to use from their capabilities to create uncontested opportunities for societies and people to demonstrate themselves as an effective entity even their restricted rights to use from existence social and cultural resources (Cho, Hwang & Lee, 2012; Diga & Kelleher, 2009). Organizations in developing countries often create new forms of commerce by attending of concepts produced from west and developed countries to raise and prove themselves in the societies with breaking traditional boundaries and culture while they are leading their organizations and employees in the previous traditional style (Korzynski, 2013; Nicholson & Sahay, 2003).

In fact this contradiction shows that principally there is a crevasse between old-fashioned companies in the developing countries and their lack of enthusiasm to new innovative change such as social media development (Huang, Baptista & Galliers, 2013; Kooa, Watia & Jungb, 2011).

This context therefore presents a suitable starting point to establish a framework in which the interaction between individuals and social media affect on organizational behavior in process of social change inside of non traditional democratic culture countries. For this reason, we propose to research on the tension between culture traditions and the practice of democratic culture.

4. Conceptual Model

Organizations have entered an era of information technology and globalization by use of social media applications, characterized by dynamic, complex, and competitive environments (Razmerita, Kirchner & Nabeth, 2014). In order to effectively navigate such environments, organizations have turned to the use of social media (Mossberger, Wu & Crawford, 2013; Reilly & Hynan, 2014). The use of social media contributes incremental variance on employees' behaviors such as transparency, self-exhibitionistic, narcissism and extreme greed that negatively affect on organization culture and policy especially in where that basic democratic culture was not an essence ever (Bergman et al., 2011). Individuals by having access to a large repository of knowledge and information provided by social media tools, could develop themselves by their own which lead them to self-exhibitionistic that a kind of act to exposing in the public or semi public context such as organizations to

prove themselves (Carpenter, 2012).

According to Bergman et al. (2011), there is a downturn in empathy levels among employees with raise of narcissism over the previous decades that dramatically accelerated by advance social media. Narcissism is a complex human trait which represents different unhealthy behaviors. By escalating of narcissism level in individuals several other negative outcomes will be appearing inside of organizations which will be an effective threat for external and internal organization performance (Carpenter, 2012). Narcissism as an unhealthy behavior impact emotionally and psychologically on employees job commitments towards the organization policy. Narcissism can develop individuals and employees as a concept in self-enhancement and self-efficacy that enhance the quality of work but higher levels of narcissism lead employees and individuals to break the organization culture and policy when the policies and rules restrict them and their expectations go from senior managers go more than usual (Carpenter, 2012).

Finkelstein (1992, p. 506) defines power as "the capacity of individual actors to exert their will". Furthermore he conceptualizes the decision making power into four groups as: ownership power involves organizational shareholdings which has more power on top manager; structural power involves organizational positions such as CEOs, Senior managers and other managers' formal positions; prestige power is in the form of personal status through powerful relations and friends or excellent background; expert power is associated with the relationships managers that make other to ask them for advice in strategic decision making.

Huang, Baptista and Galliers, (2013) suggest that social media increase the expertise of Individuals by providing an easy access platform for them to gain knowledge and information which lead them to ask for higher structural position. Sallot et al. (2004) found that social media empower individuals to improve their reputations in order to enhance their prestige among others. From the explanations in above, there are common characteristics between decision making power with narcissism, transparency and self-exhibitionistic and by considering that social media increase power of employees in terms of self-learning, we could wonder what happens when we introduce professional tools such as social media in non-traditional democratic culture countries where there not have been capacity to practice democratic behavior. Therefore, we suggest:

H1: Social media lead employees to high level of narcissism

H2: Social media increase the level of non-cooperation among employees

H3: Social media increase the level of self-exhibitionistic among employees

H4: Social media break the collaborative behavior inside of organizations

Introvert people are characteristically calm, shy and quiet while extravert people are so sociable and look for special adventures (Hughes et al., 2012). Social media by providing online communication platforms enable introverts to share their ideas and interests in a sociable and interactive environment while they previously had no such experience in their life. In fact of social media is very effective in converting introverts into extraverts. As social media presents a number of different psychological behaviors, self-exhibitionistic behavior especially increasing among individuals and employees inside of organizations (Carpenter, 2012; Hughes et al., 2012). This event in comparison with face to face interactions shows that individuals have a full control of their personal information while they really judge each other based on the information transition through social media networks which lead them to disclosure other colleagues' information and spreading rumors in a wrong way that make the organization situation so unsecure and wired. By considering individuals who are working in the non-traditional democratic countries where social environment is not capable for them to exhibit their abilities, we could suggest some hypothesizes. Therefore, we suggest:

H5: There is a positive relationship between extraversion and the use of social media

H6: Extraverts break team-work structure by use of social media

Social media facilitate transparency by providing a number of the networks through mobile phone for users on an interactive platform, which is helpful for communication processes inside of organization. As the cost of gaining of required information to share for others goes on to collapse over time (Creed & Zutshi, 2012), employees are becoming more talented to generate their own contents by having an open-ended access to different sources of information.

According to Creed and Zutshi (2012), optimistic consequences of transparency can come in the outline of more ethical behavior; enhance organizational communication models, and the prevention of discriminatory and other offensive practices, with these sometimes expanding on illegal behavior among employees. The possible negative effects of transparency on employees and consequently on the performance of organizations in a non-traditional democratic country, has received little attention. New social media is basically changing the communication processes in organizations which enhance the power of transparency. In particular, social media facilitate publishing and sharing of information through the interconnected networks inside and outside an organization boundary. Therefore by considering that the use of social media increase transparency which negatively impact on employees who are working in non-traditional culture countries, we suggest:

H7: Social media lead employees to have a transparency out of the norm of organizational culture.

H8: Social media negatively break organizational hierarchy if leaders and senior managers in organizations could not adhere to more balance of transparency policy.

Based on the effects of social media on the spread of democracy and its propagation through trade, Rhue and Sundararajan (2014) shows that social media have different effects on freedom while affecting its distribution through a variety of political networks and the associated variations in civil liberties that have been impacted by extension of media freedom and also internal political institutions.

Social media changes employees to force leaders to put them in decision making, and social media use affect on the dynamic of leadership to turn from transactional style to transformational (Cho, Hwang & Lee, 2012; Korzynski, 2013). Today, by appreciating of all positive effects of social media in organization performance, we have relatively little understanding of the possible negative effects of these technologies on the employees and other organizational positions' culture and behavior in or outside organizations, as well as how leaders appropriate using of social media in enhancing of organizational culture capabilities biased or non-biased. Furthermore positive increasing tendency for civil liberties positively is increasing among citizens (Danju, Maasoglu & Maasoglu, 2013). However the diffusion of democratic culture diminished at the base level in some developing countries but the phenomenon of social media has brought a new energy amongst individual to gain more freedom in communication and transparency (Auger, 2013). With all these, the phenomenon of social media increase negative behaviors in organizations in countries with non democratic culture. Therefore, we suggest:

H9: There is a positive relationship between spontaneous civil liberties and use of social media

H10: There is a positive relationship between unrelated engagement by employees and social media

H11: Use of social media increase employees expectations' from organization

5. Conclusion

Many researchers and scholars (e.g., Johns, 2014; Parveen, Jaafar & Ainin, 2014; Razmerita, Kirchner &

Nabeth, 2014) research on positive impact the use of social media on internal and external processes of organizations especially by focusing on several and different positive effects on the behaviors of managers and employees. However, the majority of these studies focused on the organizations in developed countries where the citizens are so familiar with democratic culture. Surely a better understanding of the impacts of social media and power beyond of this technology inside of an organization on changing staffs' interactions, employees' behavior, and organization culture in non-traditional democratic countries is crucial because of multiple reasons. First of all, we need to understand the effects of social media on narcissism growth and naturally how impacts on organization procedure. Deviance behaviors such as non-cooperation and self-exhibitionistic arise by using of social media inside of organization that break team-working must be considered properly in non-democratic countries where the capacity for new technology changes are in crisis situation. Therefore this paper suggests a set of negative effects of social media on the people behavior inside of organizations in non-traditional democratic countries. To achieve it, we have designed a conceptual model to set up new proposals for investigating of some contradictions that appeared by usage of social media on companies hold in some developing countries.

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