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### Applications of Social Media by Digital Natives in the Workplace An Exploratory Study in Indonesia Khoir, Safirotu; Davison, Robert M.

**Published in:**

Proceedings of the 25th Australasian Conference on Information Systems

**Published:** 01/12/2014

**Document Version:**

Post-print, also known as Accepted Author Manuscript, Peer-reviewed or Author Final version

**Publication record in CityU Scholars:**

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**Publication details:**

Khoir, S., & Davison, R. M. (2014). Applications of Social Media by Digital Natives in the Workplace: An Exploratory Study in Indonesia. In *Proceedings of the 25th Australasian Conference on Information Systems ACIS*. <https://hdl.handle.net/10292/8121>

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## Applications of Social Media by Digital Natives in the Workplace: An Exploratory Study in Indonesia

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### Abstract

*With the rapid development of the Internet, social media applications have achieved near ubiquitous penetration of the personal and social lives of digital natives. Nowadays, digital natives are entering the workplace in large numbers. Increasingly, we also see the use of social media for work purposes in professional life. In this research, we present preliminary findings into an investigation of how social media is used by digital natives in the work place in Indonesia. Drawing on data obtained from semi-structured interviews with eight Indonesian digital natives in various professional occupations and organisations, we identify both the social media applications used and their application contexts. We analyse the potential development of social media in the workplace and suggest how users can enhance work performance via social media applications. We also discuss the research implications before concluding the paper.*

### Keywords

Social media, digital natives, workplace, Indonesia

### INTRODUCTION

The generation born into the digital world tends to adapt quickly to new technology applications in their daily life. Jones and Czerniewicz (2010) observe that people born since the 1990s are more likely to have been exposed to the World Wide Web and mobile telephones from an early age. However, this simple demarcation is not entirely accurate. Not all people born into this “world immersed with digitalism” should be automatically considered digital natives. While some may be uninterested in digital technologies and social media (SM), others may not have access to the facilities: “technology availability and use varies with both economic and personal circumstances” (Davison and Ou, 2014, p. 3). At the same time, people born before 1990 may be thoroughly immersed in the digital world. As Hong et al. (2013) note, the cognitive age (rather than the chronological age) is also important; older people can still feel and behave in a younger manner, qualifying as digital natives themselves.

According to Kaplan and Haenlein (2010), SM is closely related to Web 2.0 and User Generated Content which act “as a platform whereby content and applications are no longer created and published by individuals, but instead are continuously modified by all users in a participatory and collaborative fashion” (p. 61). In similar vein, Christian and Sanjaya (2013) remark how SM creates a landscape of individual and group communications which overrides time and distance limitations created by being in varying locations across the globe. For digital natives, the way SM penetrates their lives, irrespective of time and place, has been remarked upon by several scholars. Rather than engaging in a largely futile attempt to demarcate digital natives based on when they were born, it is more useful to identify the characteristics of what digital natives do. Vodanovich et al. (2010, p.712) note that digital natives “are often described as [people who are] digitally literate, highly connected, experiential, social, and in need of immediate gratification. ... [and] tend to be more comfortable with extensive peer-to-peer collaboration”. As Vodanovich et al. (2010) insist “being connected is not only part of what digital natives do – it is who they are. They consider the digital world to be part of their personalities” (p.720). Some digital natives see their identity as a conglomerate of their online and offline personae. Schultze and Mason (2012) call such people “cyborgs”, with their online activities supporting the offline (Clarke, 2011). Unsurprisingly, the use of SM for work-based online communications is not a new phenomenon.

Indeed, not only individuals but also organisations use SM applications to enhance work performance. Organisations need to know the potential for SM to enhance their competitiveness. It is this phenomenon that has prompted our investigation. Moreover, digital natives in fact have different behaviour with regard to technology compared to older generations in the workspace. Puybaraud (2012) stated that “although digital natives have many of the same needs as previous generations, they are different in how they approach daily work, communicate and integrate technology into their lives” (p.3). Digital natives view technology as a necessity, not merely as something new. With these kinds of unique characteristics, we would like to examine how digital natives leverage SM to support their work performance. We exclude the use of email and focus on SM such as how they use social media applications (such as Facebook), or chatting applications embedded in SM, or other applications to socially communicate to support their work. In this study, we investigate this use of SM applications by digital natives in the workplace in Indonesia. We also consider the benefits that organisations can gain when their employees use SM and their development of policy guidelines for SM usage. In this study, we address three research questions, viz.:

- What are the preferred SM applications used by digital natives in the Indonesian workplace?
- How do digital natives in Indonesia use these preferred SM applications at work?
- What kinds of SM policies have been developed by organisations in Indonesia?

## LITERATURE REVIEW

The literature on digital natives is diverse, but much of the research has been conducted in the educational context, i.e. involving school and university students. Studies of digital natives in the workplace are less frequently encountered, but important contributions have been made by Wang et al. (2013) in their development of a model of digital fluency, and by Davison and Ou (2014) in a study of digital natives in Chinese hotels. There is a tendency to suggest that digital natives are people who grew up with the Internet, and thus studies have focused on those born around 1990. For instance, Kolikant (2010, p.1390) suggests that “this generation was born to a different world, a world immersed with digitalism, in which the rules of the game have changed, especially as far as working with information is concerned”. However, as several scholars have pointed out, this chronological definition of the digital native is flawed, since some younger people may be uninterested in or have no opportunity to engage in digital life, while older people may have adopted the behavioural standards of digital natives with enthusiasm (Hong et al., 2013; Davison and Ou, 2014).

Digital natives have started to enter the global workplace and become important parts of the organisational tapestry. Organisations should pay attention to the needs and expectation of digital natives as parts of their human resources (Friedl and Vercic, 2011). Using SM at work is a normal activity for digital natives. Applying SM applications in the workplace can contribute significantly to an organisation’s performance enhancing workplace learning and knowledge management (Thomas and Akdere, 2013). Using SM applications in this way transforms them into “collaborative media”, which, it is suggested, can support staff members’ interactions more rapidly, “eliminating the traditional time and space restriction” (Thomas and Akdere, 2013, p. 332). This form of collaboration can be found in almost all SM applications, since they enable users to create groups for specialist occupations or professions. Although corporate concerns about the use of SM in the workplace are common (Davison and Ou, 2014), an increasing number of studies indicates beneficial effects at work. Leftheriotis and Giannakos (2014) show how SM contributed positively to work performance for staff in the Greek insurance industry and was not at all a time-wasting activity. Instead, SM was adapted into knowledge sharing and collaboration media for the organisation. Similarly, Bucher et al. (2013) demonstrated how digitally illiterate employees could enhance their digital literacy in an SM environment, which then enabled them to “compete” with digital natives when performing their work tasks.

Prensky (2001) identified several characteristics of digital natives, notably their ability to receive and process information quickly, their preference for parallel and multi-tasking, their preference for graphic rather than textual information and their expertise in game playing. Although digital natives may be primarily viewed through social lenses, they will constitute an increasing proportion of the workforce in the years to come – and so their unique identity should not be neglected. Basso (2008) notes how digital natives will soon be key drivers of the ways in which organisations structure their business processes. Nowhere is this more true than in countries with young populations and high birth rates: in these countries, notably in developing countries like Indonesia, a deluge of SM aware digital natives is already starting to flood the workplace.

Many organisations, either profit or non-profit, have used SM for several reasons such as to help launching products, to strengthen their brands, to communicate between customers, and to create network platforms

(Mangold & Faulds, 2009; Waters et al., 2009). With the case of a non-profit organisation which leveraged the popularity of SM, Waters and Burnett (2009) examined the Facebook use of 275 non-profit organisations. They found that message dissemination on discussion boards was the main activity. Other activities included posting photographs and new announcements, providing links to external stories, and uploading video files. Forcier et al. (2013) recently conducted a research on SM use in two public libraries in Canada with a particular focus on Twitter, Facebook, Youtube, and Pinterest. As non-profit organisations, the public libraries adopted several SM applications as parts of their communication strategies with their users, build relationships, conduct outreach programs, and community engagement. Several for-profit companies such as Amazon, TripAdvisor, Proctor and Gamble, Dell, Honda, the Royal Opera House in London, and American Express were studied by Ang (2010) as case studies to find out how they applied Facebook in their business activities. These various companies applied Facebook to a wide range of activities including: marketing research and public relations; the nurturing of opinion leaders and advocates; placing and creating advertisements; new product development; lowering the cost-to-serve; and building brand loyalty and sales profiles. Overall, it can be seen that Facebook helped organisations to reach a wider market through better communications with their customers/users.

In Indonesia, there have been several investigations into SM use in marketing, cultural awareness, and politics. For example, Chianasta and Wijaya (2013) discuss the impact of SM in marketing and promotion. Drawing on survey data, they find that Lenovo did not conduct effective marketing promotion through SM and as a consequence was unable to achieve the sales figures that were expected. Meanwhile, Permatasari et al. (2014) examined the use of SM, such as Facebook, Twitter, Flickr, LinkedIn, YouTube, Wikipedia, and Blogs, for the external promotion of both public and private universities. Drawing on third party data from Alexa and Majestic SEO, a commercial offshoot for web traffic data, they demonstrated that Facebook was the most popular application (77%). SM has also been found to be a useful tool to increase website popularity, promote social interaction, and has become an effective way to educate people to understand and preserve local cultural values (Christian and Sanjaya, 2013, Permatasari et al., 2013). Christian and Sanjaya (2013) used SM to promote Wayang Kulit (shadow puppetry), an important dimension of Indonesia's artistic heritage. They incorporated videos of live performances, photos and demonstrations of shadow puppet making. In this way, people can experience events through interactive multi-media.

Related to Indonesian politics, SM applications have become one of the more effective ways to stimulate and promote mass communication. Abdillah (2014) concludes that Facebook was used to reach voters efficiently and effectively. Those political parties that were more active in their SM practices for campaigning were significantly more popular with voters and successful in the most recent legislative election in Indonesia. Murti (2013) and Lim (2013) investigated SM-facilitated citizen participation in political discourse. They found that SM provided a virtual space where less educated people could be brought up to date on important aspects of practical politics.

From the reviewed literature, we characterise digital natives as a special and growing segment of the population. Their use of SM applications in the workplace has not yet been the focus of sustained research attention, particularly in developing countries. While a few initial studies in Indonesia have examined the application of SM in the contexts of political campaigns and communication, cultural heritage preservation, marketing, and education, very few empirical studies have examined the interplay between digital natives and SM applications in the day-to-day work context in Indonesia. Through this study, we expect to fill these gaps and thereby contribute to the field of SM applications in the workplace in the Indonesian context.

## **METHODOLOGY**

This qualitative study involved interviews with eight digital natives from various organisations in Indonesia (Table 1). The selection criteria included Indonesian digital natives who were born between 1980-1990 (Jones and Czerniewicz, 2010), and have worked in any organisation in Indonesia for at least 6 months, whether or not they use SM applications at work. The participants were recruited from the researchers' personal networks and followed a snowball sampling process. All participants shared their specific cases and stories associated with SM application use in their workplace.

We created a semi-structured interview protocol that guided our data collection. The first author contacted the potential participants through SM and then conducted the interviews online at a mutually convenient time. One participant chose to be interviewed in English while the other seven completed the interview in Bahasa Indonesia. The first author, whose native language is Bahasa, had no difficulties to translate the interviews. The interview protocol (see Appendix) included questions related to: the use of SM applications at work; the benefits of using SM applications, the activities conducted through SM applications, the SM-related policies applied in their workplaces, and other issues associated with SM application use at work. Among data collection methods, we selected the semi-structured interview in order to achieve a deeper exploration into how SM applications were

used by the digital natives in their workplaces. The informal nature of the interviews enabled the participants to relate their experiences in a relaxed situation. Interviews ranged from 30 to 45 minutes in length. The interview data was then transcribed and analysed qualitatively by both authors.

Table 1. Participants' demographic information

Participant #	Year of birth	Work place	Position	Years of Work Experience	Completed highest education	Main SM application used
1	1986-1990	Government	Librarian	5	Bachelor Degree	Facebook
2	1986-1990	Private company	Finance staff	2	Bachelor Degree	Skype
3	1986-1990	Private University	Junior lecturer	1.5	Bachelor Degree	BBM
4	1986-1990	Public University	Admission officer	1.5	Bachelor Degree	PLO
5	1986-1990	Public University	Admin officer	1	Bachelor Degree	Yahoo Messenger
6	1986-1990	Private Bank	Banker	2	Bachelor Degree	BBM
7	1980-1985	Government	Librarian	4	Bachelor Degree	Facebook
8	1980-1985	Non-Government Organisation	Admin and Finance staff	1.5	Bachelor Degree	Facebook

## DATA ANALYSIS

In this section we present key aspects of the data. We organise this thematically, focusing on the specific SM applications employed, their application contexts and organisational policy concerns. Just as SM applications are used in social life to build social networks that overcome problems of time and space, SM applications are used in the workplaces to help to reduce the negative effects associated with people who are separated by distance. These were primarily used for sharing information instantly and planning and setting up virtual meetings and conferences. Most interviewees preferred to use publically available SM applications, predominantly Facebook. Applications that support various forms of text-based communication, such as BlackBerry Messenger, Twitter, WhatsApp, Line and, Skype, were also used. We found that SM is used in a number of different application contexts. These contexts are characterised by people who need to communicate with each other, yet who lack the luxury of face-to-face communication.

### News and knowledge sharing

Sharing new items of information (such as photos, stories, answers to questions, news items, and best practices) is a common activity that is supported by SM in a fast and convenient way. News may need to be disseminated to customers, in which case Facebook is a good platform, especially if the organisation wants to create a more interactive atmosphere. Facebook can equally be used for internal and external communication, for instance to promote corporate events to employees, inform employees about Corporate Social Responsibility initiatives and issue announcements. This form of vertical communication (Hearn et al., 2009) saves the need for face-to-face meetings and effectively bridges all departments of an organisation. Participant 8 used Facebook to share news and knowledge to internal users and external partners. As this NGO works with orphanages, news related to activities or announcements were usually posted on Facebook in order to promote opportunities and interact with both their clients and partners. For example, news stories about recruiting children to the orphanages were posted on Facebook. People who see these stories can have ideas about who will be receiving scholarships. People can also nominate children they know.

### Instant Messaging (IM)

Employees use SM for both internal and external communication purposes. The participants communicate more conveniently and quickly when they use SM on a regular basis. Supported by smartphones, chatting applications

embedded in the SM application including instant messaging (IM) have become one of the most widely used features for immediate and up-to-date communications and can be made anywhere and at any time. Participant 6, who works in a bank which focuses on owners of small and medium enterprises, stated that the ability to deliver fast and responsive communication is a critical part of the service that the bank provides to customers. Given pre-determined cut-off times and clearing arrangements in the banking system, interaction with customers in chat applications or IM appeared to be most effective. BlackBerry, as an example of an IM, was used as a communication channel to communicate both among staff and with customers. BlackBerry Messenger (BBM), a special feature from BlackBerry, enables users to communicate in a chat format. Remarkably, BlackBerry is used to communicate even with colleagues who are sitting at the next seat or table (cf. Davison et al., 2013). While most staff are mobile and inter-branch meetings are necessary, SM can function as a bridge to connect all people and their ideas instantly by managing users' transactions, creating appointments, answering customers' questions, and updating news to customers. In the context of private bank, BBM became the most effective way to have a chat between staff and a customer in the workplace. Staff did not find that their work was disturbed in using BBM as it was seen as an aspect of work itself. Meanwhile, not only BBM, but some SM applications (such as Facebook) also provide IM services embedded in the application. In the context of the library in government area, Participant 1 uses the chat services embedded in Facebook to communicate more privately to both internal and external people. She found Facebook's chat service to be simple and handy to support her work. Ou et al. (2010) suggested that work disturbance and security issues should be considered when using instant messaging. While written communication via SM has become commonplace, there are still issues surrounding the use of language and tone in the conversation that may result misunderstandings. Emoticons are one feature that can be used to make conversations friendlier.

### **Meetings arrangement and coordination**

The face-to-face meeting constitutes a critical workplace practice for sharing, discussing, and summarising ideas together. SM applications facilitate the planning of these meetings. Facebook, Yahoo Messenger, and Paperless Office (PLO) are three SM applications often used by our participants to organise meetings. Participant 5, who works in a university, uses the PLO to organise meetings. PLO is a special SM designed by local IT people in the university which is used as an official communication channel among people in one department. Not all universities in Indonesia have their own SM like the PLO, which offers several useful features, such as news forum, memos, ideas and opinion, staff profile, and links to other departments in the university. While the news forum is usually used to share information or updates on recent issues, the memo feature is used more personally for one-to-one or one-to-many communication such as when discussing a certain agenda. A manager or project leader can send a memo to one or more staff members, or a group, inviting them to join a meeting. Before PLO was created, the meeting arrangements required printing invitations which were distributed to every staff member involved in the meeting.

### **Professional groups and collaborations**

Internal collegial interrelationships and external relationships with customers/users/colleagues externally are normal parts of professional work life. The role of SM in the workplace supports collaborative group work. Many professional organisations have created SM pages to facilitate mass communication. A page is generally used as a placeholder for an organisation's profile and can also be a site for promotion of specific activities. Many companies used their SM page as one part of their marketing strategy to improve their competitive position. Facebook, Skype, and BBM were mentioned by participants as supporting collaborative project work. Participant 1 is a librarian who presented two examples of internal and external collaborations with SM.

Externally, she joined a Facebook group created by one of the library associations in Indonesia. The Facebook page provides information about activities, updates, and recent issues related to the library profession. The page has also become a place to ask questions of the community members and to expand one's professional networking. As it is a group that is focused on librarians, some members exchange information on resource availability in order to service their own library users. Meanwhile, to undertake an internal project that requires involvement from several people, a closed local group was also created on Facebook to maintain intense communication. Using SM to collaborate in a project seems to be beneficial in terms of time and distance management, enhancing the effectiveness of discussions. When many people in a team are involved, group-based, SM-mediated brainstorming and discussing about project issues, including project supporting activities such as file transferring and report writing, can be achieved.

### **Tele conferencing**

While meetings are a key aspect of work, organisations that operate remote branches often find it challenging to arrange meetings that involve colleagues who are not co-located. Teleconferencing provides the opportunity to improve and speed up communication, thereby saving time and reducing travel costs. However, teleconferencing is not always reliable; sound and video synchronisation are particularly problematic when Internet connections are not reliable. Time zone differences can also complicate meeting time arrangements. Participant 6, a banker, reported that Microsoft Live Chat was used to facilitate regular communication from Indonesia to the headquarters in Singapore. In the banking business, it is necessary to be able to respond to events in any time zone as they occur due to “cut-off times” and a clearing system that can significantly influence their business. For Participant 2, teleconferencing between office branches was done through Skype. In her workplace at a private company, Skype was also used as a primary SM application to support routine activities, including file transfer. File transferring using Skype was listed as one item of evidence in the company’s annual financial report; it was also presented as evidence for the auditing process.

### **Organisation policy regarding SM applications**

While it is clear that SM is used to enhance personal and social networks (Permatasari et al., 2013), it is often not realised how integral SM has become to professional activities. Our participants reported that their organisations have developed specific policies regarding SM use in the workplace. The policies in this context include restriction of SM for personal use, limited time of usage at work, and a complete ban on the use of the applications. In the case of Participant 6 who worked in a private bank, which provides a BlackBerry for staff usage, the organisation expects that it should be used solely for working purposes. Other workplaces, such as a public university, restrict the use of SM devices for personal purposes to lunch breaks. For example, Participant 2 working in a private company stated that Facebook is banned during working hours, except at lunch time from 12-1, in order to ensure that all staff are focused on their work. However, Skype was allowed at all times as the organisation relies on Skype to support work communications. The organisation believed that Skype has provided more value to the organisation than any other SM applications such as Facebook that may be used for personal use during working hours. On the other hand, Participant 8, who works in an NGO that provides scholarships for orphanages, explained that Facebook is allowed as all activities in the organisation require the use of Facebook. In the particular circumstance of an approaching deadline, supervisors may check and provide warning about Facebook use, reminding employees to focus more on their work.

## **DISCUSSION**

In this paper, we have demonstrated how SM facilitates new ways of working and new styles of interaction between staff and related parties (Bucher et al., 2013) in the Indonesian context. Our respondents informed us that the SM applications used in their workplaces are commercially available. In only one case was a self-developed SM application used. Further, all the SM applications can be considered to be mainstream, e.g. Facebook, Skype, WhatsApp, Twitter, BlackBerry Messenger, and Line. We did not see any evidence of more specialised applications, such as Yammer which is customised to the corporate context, running on private networks or on the public Internet. Participant 4 is the only one who showed a specially designed SM, which is PLO, used by the university. Based on the features of PLO, it can be concluded that PLO is similar to Facebook although the interface is simpler. The university created the application, which is used locally by departments. In terms of maintenance and system security, this application is considered easy to maintain and monitor as it is a ‘home’ product.

The evidence from our interviews suggests that SM delivers significant value at work, enabling more efficient collaboration between staff both internally with colleagues, and externally with customers and other stakeholders. Collaborative work mediated by SM can be very valuable when it helps an organisation to achieve more successful work outcomes. For instance, such collaborative work tends to involve projects that contain many individuals with various ideas and ways of thinking (Ou et al. 2010). The team in the office is not only composed of digital natives, as there are also digital immigrant colleagues. The digital natives see technology as an essential part of their lives. As digital natives enter the workforce, they will infuse companies with a new work culture in terms of the use of most current technology. We suggest that this should be seen by organisations as an opportunity to let the digital natives share their skills with their older colleagues (Puybaraud, 2012).

Our interviewees consistently indicated that SM supplemented existing communication channels in their organisations. While email is still ubiquitous, digital natives prefer SM-based communications. As Davison et al. (2013) noted, digital natives see email as being suitable for “old” people [!]. Bearing in mind the earlier observations about chronological and cognitive age, the absolute age of an individual is less important than the extent to which the individual is digitally fluent (Wang et al., 2013). Digital natives, whether they are old or not, clearly do prefer SM channels for communication (Friedl and Vercic, 2011). While each SM application has its

own unique value for an organisation, Facebook is the main SM application that is used for information sharing, communication, and meeting arrangement. Our participants used most Facebook features such as news feed, private message, interactive comments on photos or posting, and group/project collaborations. Thomas and Akadere (2013) stated that Facebook is used as collaboration media in the workplace and this trend will continue to increase.

While we identified a variety of applications of SM in the Indonesian workplace, we also note that corporate policy with respect to SM usage often lacks sensitivity as a consequence of senior managers not realising the potential value of its adoption. In most cases, organisations have not developed careful policies to regulate SM use. Either they simply ban all usage of it, perhaps out of a fear that it will be used inappropriately, or in other cases, permit use and essentially trust their employees to behave appropriately. All initiatives of using SM applications at work come from staff members, work supervisors or team leaders; the organisation did not force the usage but it was found to support the idea. We agree that SM can be a distraction for employees when used for personal purposes, especially digital natives, who are noted for their near constant checking of updates out of a “fear of missing out” (Przybylski et al., 2013). We also understand that employees may themselves cross lines if they regularly use the same SM application for both personal and work purposes. For example, consider the case of Participant 8 whose organisation allowed Facebook use during all working hours; it may seem hard to monitor whether the application is being used for personal or official purposes. Although the workplace setting may not be very private, personal or professional use of Facebook at work still cannot be clearly indicated. Thus, the line dividing personal and work use may be very narrow indeed, especially if work contacts are also personal contacts. In general, we do not believe that banning SM or prohibiting its use will be either effective (digital natives know how to access it anyway) or useful (its absence will also result in lost opportunities to collaborate). At the same time, using SM applications at the workplace without formal organisational approval has the potential to create misunderstandings, as the SM applications may be misused for personal purposes. However, our data is limited in this respect as we did not interview any policy makers or IT managers, who could have discussed policy issues and concerns. This has to remain an avenue to explore in future research.

## CONCLUSION

This work provides insights into which SM applications are used, and how they are incorporated in the Indonesian workplace. The use of SM at work was found to be important to support and enhance the performance of individual employees, as well as the organisation as a whole. We know that digital natives use SM extensively throughout their daily lives, socially, and at work. Activities such as sharing knowledge or files, external and internal communication, collaborative work and teleconferencing, are more easily accomplished using SM applications; there is a seamless integration of their familiar personal mode of communicating into their work practices. Among the SM identified in this study, Facebook was the main SM application used by our participants at work. Furthermore, among the SM applications mentioned by the participants, we only encountered a single case where an institutional SM (PLO) was created and used internally. The PLO as an institutional SM at a university was used in the same way as a public SM, though the features were simpler. Attitudes and policies concerning the use of SM in the workplace vary. Not all organisations have yet realised the potential of SM as a workplace application; some see it simply as a distraction to their employees and have consequently banned or severely restricted any usage. Organisations need to consider the potential value of SM and allow for the facility the digital natives have with its applications to enhance company efficiency. Its capacity to link groups of people instantly and provide timely updates needs to be considered. While we appreciate the positive impact that SM can have, enhancing an organisation’s performance, we also identify some downsides, for example, formal rules condoning SM usage at work have not been formalised. Since SM applications are likely to see increased use in organisations, it is critical that these rules be established soon so as to avoid the misunderstandings associated with personal SM use in the workplace. Further research is needed to explore these issues on a larger scale, analysing workers’ behaviour in more detail when using SM at work in Indonesia. Attitudes and policies related to SM in the work place from the employers’ perspective also need to be understood. In addition, comparisons between digital natives and digital immigrants in using SM in the workplace are also worthwhile to be examined.

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## ACKNOWLEDGEMENTS

We thank all participants who volunteered to be involved in this project. We also thank Wendy Baker and the anonymous reviewers for their valuable comments.

## APPENDIX 1

SM applications and device	Which SM applications do you usually use for work? Why do you prefer to use these? Through which device(s) do you usually access SM applications ? Smartphone? Tablet? PC at work? Do you set the SM applications online all day in your device? Do you 'follow' or 'be-friend' your boss in SM applications ? Why?
Advantages and use	What do you think are the benefits that you gain from using SM applications ? For what purposes do you usually use SM applications at work? How do SM applications enhance or detract from your work efficiency? How do you leverage SM applications to add value at work? Do you also use SM applications for your social/personal life at your workplace?
Work/company support	Does your company use a particular SM applications to support communication in the organisation? What is the corporate policy or attitude to SM applications in the workplace? Does your company encourage or support the staff to use SM applications for work purposes?