THE USAGE AND PERCEPTION OF SOCIAL MEDIA FOR INTERNAL COMMUNICATION

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ABSTRACT

The purpose of this research is to understand the usage and perception of social media tools for internal communication in the workplace. The researcher also wants to examine the possible relationship between the perception and the demographic data to explore some distinct opportunity to incorporate these to increase the effectiveness of internal communication in the organization.

The quantitative approach, online survey via SurveyMonkey, is applied as a research method. Total of 110 respondents was collected and analyzed by using Statistical Package for the Social Sciences (SPSS) and Microsoft Excel programs. The research has found that even though employees showed positive perception toward the benefit of utilization of social media tools, they still preferred to use face-to-face method for internal communication in their organization. However, the researcher found no difference between groups related to the perception of social media tools.

KEY WORDS: Social Media/ Internal Communication/ Perception/ Behavior

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CHAPTER I
INTRODUCTION

Effective communication is important in people's lives, especially in the business environment. The continuous development of technologies allows us to communicate with anyone, anytime and anywhere in several ways; increase the opportunity of communicating without any boundaries. According to Thoth Zocial on social media statistic data year 2017, Thailand is still in the top 10 worldwide on network usage and consumer adoption growth. Social networking has a great impact on in Thailand, as it increasingly becomes an essential tool for business success. If focus mainly on Facebook, Instagram, and Twitter, social media users in Thailand increased to the average of 20% year on year respectively. Moreover, statistic data from We Are Social and Hootsuite showed that the top five of most active social platforms are Facebook, Youtube, LINE, Facebook, Messenger, and Instagram.

With these widespread of personal use of social media, it is predictable that this type of communication has become a standard method in the organization (Bennett, 2014). Moreover, researchers show that many organizations are adopting social media as one of their internal communication tools (Korzynski, 2013; Korzynski 2014). As, in the workplace environment, internal communication is considered as inherently exclusive and it speaks to limited audiences, and social media is the exact opposite.

As a result, the researcher would like to explore the whether users have the same experiences and perception toward the utilization of social media regarding communication tools and would social media can be considered as one of important communication tools that organizations should make the most use of the benefits these tools offer to the organizational. This study will explore employees' behavior, how they use social media as a form of the internal communication platform, along with the perception toward social media tools regarding the utilization in their organization.

1.1 Research Objective

This research would like to understand employees' behavior and perception toward the use of social media platform as a method for internal communication within their organization. Besides, this study aims to explore the perception of employees' current internal communication channels and explore the possible relationship between the perception and the demographic data to see the opportunity of increasing the effectiveness of internal communication.

1.2 Research Scope

This research focuses on the communication channels used in organization for internal communication. The populations of this study are employees of an organization, located in Thailand, who have experiences in utilizing social media for internal communication in their organization. With the primary purpose of illustrating the behavior and perception toward social media utilization for internal communication, this study will learn in what way employees are utilizing communication tools, the perception of social media usage and explore the possibilities of differences between each group of samples.

1.3 Research Questions

Regards the above problem statement, the following research questions are introduced:

RQ 1: How employees are utilizing communication methods for internal communication?

RQ 2: Are employees' satisfying with their current internal communication methods in their organization?

RQ 3: How employees are currently utilizing social media?

RQ 4: What is the employees' perception toward social media tools?

Next chapter will focus on the literature reviews to support the objective of this research study.

CHAPTER II
LITERATURE REVIEW

Verbal communication included spoken and written communication, which is believed that is an influential medium for delivering data or information by organizational members (James B. Stryker, 2004). Increasingly, social media are used as one of a communication channel in people's daily lives. As Wright (2008, p.25) stated, when people experience the benefits social media has to offer in their life, outside their workplace; they are likely to demand the same features for their organization.

Now that people are already familiar with social media and see the benefits these tools provide as a form of communication, it is common that they adopt these communication tools to the workplace environmental context. Nowadays, social media tools used for internal communication in organizations are distinct from traditional communication. Since these new communication platforms are being implanted throughout organizations, it is crucial to recognize the way social media are being implemented as one of the communication channels across the organization and drive the communicative activities through the accomplishment of the workflow. Also, it is crucial to discover the employees' attitudes and perception toward the benefits this platform has to offer.

In this chapter, the researcher will provide critical reviews of relevant concepts. Firstly, the overview of social media tools will be discussed. Then the effect of using social media for internal communication in different contexts in an organization will be elaborated. Next, the behaviors of workers when using social media will be given. And lastly, the employee's perception on internal social media will be described.

2.1 Social media Tools

Most defined social media is referred to public social networks. However, when those digital platforms had transformed and designed for corporate use (Mark Verheyden, 2017). Sweetser and Weaver Lariscy (2008) defined social media as "a set

of technology tools that are just as they sound - mediated opportunities for bringing people together and encouraging social networking and dialogic communication." Saravanakumar and Suganthalakshmi (2012) mentioned that the most favored social media platforms among users include social networks, media-sharing sites, blogs, social bookmarking, microblogs and selected sites. Specifically, several popular social media are Facebook, Youtube, and Twitter.

In the perspective of the organization, social media is viewed as an effective and innovative knowledge sharing communication tool (Kane et al., 2014). Despite the substantial and immediate effect of sharing knowledge, the engagement is what assists the progress of the outcome. Although social media are being used as a medium within the work environment which can help employees' engagement, the way of how this innovative communication tool can enhance internal communication has not been examining (Barker, 2008; Choi and Thoeni, 2016). According to McFarland and Ployhart (2015, p. 1): […] social media is a relatively unexamined type of context that may affect the cognition, affect and behavior of individuals within organizations […] but little scientific research validates such claims […] .there is almost no scholarly guidance to provide principles, best practice, or separate fact from fiction.

Even though organizations are encouraging employees to use enterprise social network platforms for internal communication, still it has not been successful as employees do not see the essence of learning this platform. On the other hand, social media application could be considered as a more efficient platform as employees are already familiar with it, because they have been using in their everyday lives (Lunden, 2015). McFarland and Ployhart (2015) expressed that as social media is a popular communication method outside the workplace, hence it can revolutionize organizational behavior.

2.2 Internal Communication

Cornelissen (2014) stated that internal communication is any approached a company use to communicate with their employees in benefiting the performance regarding their jobs and/or to comply with organizational policy and practices. Internal communication is considered to be an integral element that shapes employee engagement and behavior

(Welch, 2011). Through practices that enhance communication and collaboration, social capital, a precursor to superior organizational performance, is believed to be realized.

Smith (2008) delineated channels for internal communication that include face-to-face, print, electronic-driven channels and the workplace environment. Face-to-face requires a physical setting that can either be one-on-one or a group setting where more than one is present. Print relates to paper-based communication distribution such as magazines, newsletters or brochures. Electronic-driven channels are delivered or accessed electronically such as e-mail, intranet or SMS text messaging. Last, the workplace environment includes notice boards and LCD screens, for example. Although there are various internal communication channels, effectiveness requires consideration of job design and employee propensity to participate in the internal communication. Employees may hold different needs or preferences regarding internal communication depending on their work position and situation (Welch and Jackson, 2007). Given the primarily volitional nature of employee engagement in internal communication, only specific channels which employees can easily connect with are expected to be engaged.

Internal communication supports the company concerning managing the relationship with and among their employees strategically (Welch and Jackson, 2007). However, employees' willingness to engage in organizational communication is an important key to the internal communication effectiveness (King and Grace, 2010). Proctor & Doukakis (2003) pointed out that organizations which would like to maintain the effectiveness of internal communication need to recognize the practice of technology development which increases the continuous evolvement of communication channels.

In communication viewpoint, mobile technology, particularly social media platform, has been rapidly adopted to assist in personal and business relationship. Social media main benefit is it enhances two-way communication that has the limitation in geographical and time constraints (Kim and Ko, 2012). With the increasing importance that companies place on the adoption of external marketing practices within the organization to engage their internal customers, i.e., internal marketing (Verčič et al., 2012), it seems viable that this new, external communication channel may be a possible augmentation to traditional internal communication channels.

2.3 The Utilization of Social Media within Organizations

Organizations nowadays are increasingly using social media as a tool to communicate both internally and externally. Furthermore, social media used in internal communication is an alternative to existing internal communication channels and can improve the success of the working process. Social media can increase the reach and richness of communication across the organization (Huang, Baptista & Galliers, 2013) and pursue employees to collaborate and knowledge sharing (Naslund, 2010), which could enhance beneficial results for the company in many perspectives. For instance, Garrett and Danziger (2008) study show the effect on instant messaging in the workplace and discovered that this type of channel reduces the number of interruptions employees had and enhanced interaction among colleague in their organization. Social media made communication much easier as one no longer need to wait for information (Crescenzo, 2009)

However, the workers may not choose to use it among coworkers (Vibeke ThØis Madsen, 2017). Coworkers will be hesitated communicated their ideas, suggestions or opinion on work-related if they think that this tool is useless (Morrison, 2011). When workers communicate, they want to see the real result of their communication not just "for the sake of communication." As being one of the stakeholders of an organization, employees are in a more risky position and have a more complicated relationship with their belonged organization (Frandsen and Johansen, 2011). Additionally, it is important to note that purpose of utilizing which communication technology, such social media, may have different goals for communicating (Thurlow et al., p. 23). This research will focus on social media as a whole, not a single platform in particular.

2.4 The Organizational Context Influencing Internal Social Media Use

According to James D Thompson (1967), to understand and study the complexity of an organization is to explore in both "open" and "closed" system. An open system is open for interactions and exchanging matters with its environment, while closed system organization deployed control mechanism to minimize uncertainties. When applied the use of internal social media in closed system organization, there is no significant change in communication.

Nevertheless, the result shows indicative changes in multi-directional communication among different levels and areas of an organization and also shows reinforcement new roles of communication for both management and employees (Baptista and Galliers, 2012). Moreover, organizations that have a strong network of trust relationship will encourage the learning and knowledge contribution process, which promote the exchange and sharing of resources both within and among organizations (Coleman, 1988, 1990).

The adoption of social media for internal communication in organizations can be the result of organizational culture and supports. Top management needs to be the role model (Trimi and Galanxhi, 2014) and lead the employees toward the adoption process. Further, social media tools for internal communication need to embed in the social fabric of an organization (Derby et al., 2014). Social structures or context within an organization that encourage internal corporate social media support enables employees within the organization to interact by sharing knowledge (Singh 2010) and show strong support for the individual use of tools, software, and technology, will create greater opportunities for internal reciprocity. According to the normative model, the most powerful influences on individual employees are within their work groups; the more integrated an employee is with his or her group, the more likely he or she will be influenced by the behavior of their co-workers (Kraut et al. 1998).

Next researcher will elaborate on the research methodology applied to explore the employees' perception of the idea of adopting social media in the workplace as internal communication tools and the benefit of enhancing communication flow within the organization.

CHAPTER III
RESEARCH METHODOLOGY

The content of this chapter describes how the data was collected. The quantitative research method was applied as a means for data collection to answer the research questions. The population of this study is employees who either belong to an organization or owned business based in Thailand. However, the researcher will focus only employees who are currently using social media for internal communication in and across their organization. A set of questionnaire was designed following the research objective, which was provided both in Thai and English for the convenient of the respondents. The questionnaire was distributed through online channels via SurveyMokey, an online survey cloud-based software. After acquiring the respondents' data, the data were analyzed by using SPSS to gain statistic result which will represent the behavior and perception toward social media for internal communication.

3.1 Research Design

Quantitative research is designed to focuses on gathering and generalizing numerical data across various groups of employees who adopted social media for internal communication in their organization. It reveals a target audience's' behavior and perception to specific topics. Questionnaire design was used to obtain data as a mean to support the research questions. The results of qualitative research are descriptive rather than experimental. The survey was conducted via online cloud-based software, SurveyMonkey which provide researcher ability to reach a wider range of respondents and the convenience of data collection. The questionnaire was provided with both Thai and English for a clear understanding of the questions. Respondents will take approximately 5 minutes to complete the survey.

3.2 Population and Sampling

All the participants selected for this study are employees of an organization or have own business, located in Thailand. Samples were collected via an online survey in a total of 111 participants in various demographics characteristic, for instance; gender, age, education, industries, department, year of working, career level and numbers of the employee in the organization, which will be elaborate in details on the next chapter. However, the researcher only selected 103 samples to analyze in this study to represent the population, workers who have experience using social media tools for internal communication in their organization.

3.3 Data Collection

To obtain information, the researcher used primary data collection to address the objective of the study by using quantitative research methodology to collect data both from opinion and behavior regarding the usage of social media tools for internal communication. The survey will be applied to collect the important data from the respondents through SurveyMonkey, an online questionnaire research tools. This method was chosen because it allows the researcher to obtain data from several different categories and it is convenient for the respondents to conduct the survey. Also, this method goal is to reach to a wider range of organization and/or industries and more diverse group of people for diversifying data.

Moreover, with this method of collecting data, the researcher can save more time in gathering data, as the information has been collected automatically in real time, and the response time is almost instant to review and updated data. And finally, it is easy for participants to use and answer the survey question in different devices. With this online survey method, it is convenient for participants to complete the questionnaire, at the time and place of their choice.

3.4 Research Instrument

The questionnaire is comprised of three parts. The first is general questions regarding usage of social media and internal communication method within the organization in general including screening questions to screen respondents who never use social media tools for internal communication. The second part is to understand the behavior and perception of communication methods used in the organization. And finally, the third part is the personal information of the respondents. Further, the research questions are developed and modified from past works of literature and researchers.

Table 3.1 Section 1: General questions and screening question (4 questions)

No.	Factors	Questions
1.	Social media usage	On average per day, how many hours do you visit social media tools or applications, for example, Facebook, LINE, Twitter, for your personal's activities?
2.	Usage of internal communication method	Which methods do often use to communicate internally in your organization?
3.	Preference of internal communication method	Which method did you prefer most when communicate within your organization?
4.	Screening question	Have you ever used social media as a form of an internal communication method in your organization?

Table 3.2 Section 2: Perception and usage of social media tools (7 questions)

No.	Factors	Questions
1.	Internal social media usage	How often do you use each of the following communication methods in your organization?
2.	Satisfaction	How satisfied are you with the following communication methods in your organization?
3.	Satisfaction	Overall, how satisfied are you with the flow of communication in your organization?

Table 3.2 Section 2: Perception and usage of social media tools (7 questions) (cont.)

No.	Factors	Questions
4	Perception toward social media tools	How much do you agree with the following statements? ● I think social media tools enhance the communication flow in my organization. ● I believe social media tools can increase the effectiveness of internal communication in my organization. ● I feel that social media tools are user-friendly because I'm already familiar with it. ● Social media tools allow me to communicate with anyone at any time in my organization. ● Personally, I prefer other forms of communication (opposed to social media) for internal communication within my organization. ● I agree that social media for internal communication helps build stronger social networks within my organization.
5.	Social media usage	Which social media applications or platform you currently use for internal communication in your organization?
6.	Social media usage	On average per day, how many hour(s) do you use social media for internal communication within your organization?
7.	Social media usage	On which device(s) you use social media application for internal communication?

Table 3.3 Section 3: Demographic information (8 questions)

No.	Factors	Questions
1.	Gender	What is your gender?
2.	Age	What is your age?
3.	Education	What is your education level?
4.	Industry	Which of the following industries most relates to your work?
5.	Number of working years	How many years you've been working at your current organization?
6.	Career level	What is your career level?
7.	Department	In which division/department/unit do you currently work?
8.	Organization size	How many people work within your organization, approximately?

3.5 Data Analysis

After all the necessary information has been collected, SPSS program will be used to analyze the statistical data. To present the overall demographics information, such as gender, age, education, industry, department, years of working, career level and the number of employees, the researcher used descriptive statistics to analyze and address this issue. This type of statistics will provide the mean, comparing percentage, and other simple statistical tests. The statistic data will be used to provide frequency, percentage, average or mean, and standard of deviation to the researcher to understand some traits of respondents. Apart from descriptive statistics, the researcher also used One-Way ANOVA to compare independent and dependent factors to see to whether each group has any differences.

Next chapter will illustrate in details of the finding of analyzed data and further discussion toward this study.

CHAPTER IV
FINDINGS AND DISCUSSION

After distributing questionnaire online through SurveyMonkey, there is a total of 111 respondents who participated in the survey. After reviewing the completion of the survey set, 8 of the respondents do not fit the sample criteria to represent the sample population and has been sort out by the screening question; "Have you ever used social media as a form of an internal communication method in your organization?". Therefore, the researcher decided not to include that data set, which leaves the total of 103 set of usable data for data analysis. The researcher will use SPSS as a tool to summarize and analyzed the data, as well Excel spreadsheet to present data in tables and charts.

The participants in the research study comprised of a various group of individuals with a broad range of different ages, industries, career level, etc. According to the data presented in Table 4.1, the majority gender of the respondents was female, which is 68 percent of the total respondents. The highest percentage of respondents' age was between 31 and 40 years old at 74.8 percent. Most of the respondents have a Master's degree level of education at 58.3 percent, followed by Bachelor's Degree at 35 percent. The biggest industry group of respondents were in healthcare at n=14, followed by retail at n=13 and entertainment at n=11. The majority of respondents worked in were marketing department at 34 percent. Participants worked at their organization for more than five years, shown at 38.8 percent. Most participants are at management level in their organization at 33 percent. Lastly, the highest percentage of the number of their organization was to 50 people at 30.1 percent.

Table 4.1 Demographic data of the respondents

(n = 103)

Variable	Sample	Percentage (%)
Gender		
Male	33	32.0%
Female	70	68.0%
Age		
Under 20 years old	0	0.0%
20 - 30 years old	22	21.4%
31 - 40 years old	77	74.8%
Above 40 years old	4	3.9%
Education		
Lower than Bachelor's Degree	4	3.9%
Bachelor's Degree	36	35.0%
Master's Degree	60	58.3%
Ph.D.	3	2.9%
Industries		
Other	23	22.3%
Healthcare	14	13.6%
Government services	8	7.8%
Tourism	1	1.0%
Real estate	4	3.9%
Food and beverage	9	8.7%
Entertainment	11	10.7%
Hospitality	7	6.8%
Technology	6	5.8%
Retail	13	12.6%
Education	7	6.8%
Department		
Other	21	20.4%
Communication	12	11.7%
Executive	9	8.7%
Finance/Accountancy	6	5.8%
Human resources	2	1.9%
Sales	15	14.6%
IT	2	1.9%
Marketing	35	34.0%
Legal	1	1.0%

Table 4.1 Demographic data of the respondents (cont.)

Variable	Sample	Percentage (%)
Years of working		
Less than 1 year	10	9.7%
1-2 years	19	18.4%
3-4 years	23	22.3%
4-5 years	11	10.7%
More than 5 years	40	38.8%
Career level		
Entry or Junior level	32	31.1%
Supervisor	31	30.1%
Management	34	33.0%
Executive	6	5.8%
Employee number		
Under 50 people	31	30.1%
51-150 people	22	21.4%
151-500 people	18	17.5%
501-1,000 people	19	18.4%
More than 1,000 people	13	12.6%

In the following section, the survey results will be discussed regarding the research questions presented in chapter 2 of this study.

4.1 RQ 1

RQ 1: How employees are utilizing communication methods for internal communication?

When the participants were asked which method do they most often used in their organization for internal communication, 28.8 percent used face-to-face as their primary method for internal communication, followed by email and social media at 26.1 percent, and lastly, phone at 18.9 percent (Figure 4.1).
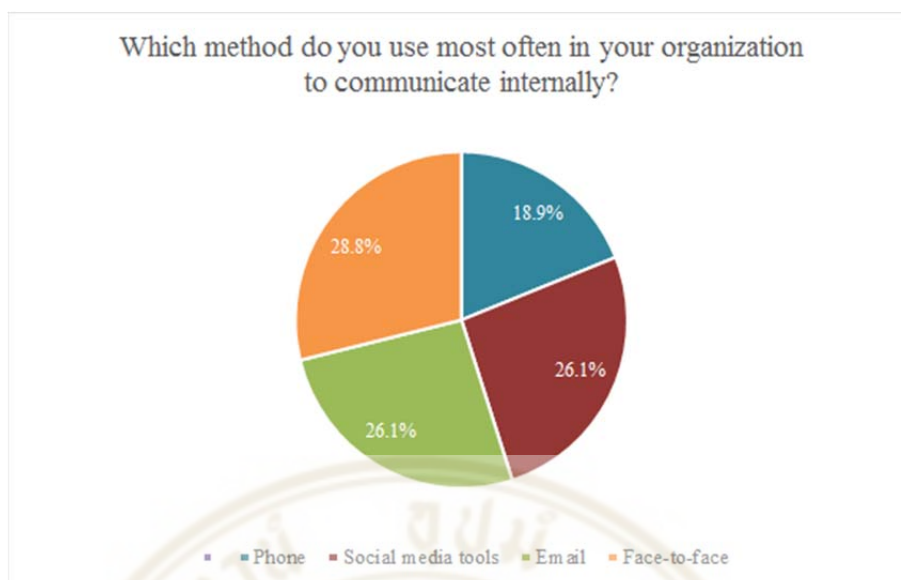
Figure 4.1 Most used internal communication method

Furthermore, when asked respondents which method they prefer to use most for communicating internally in your organization, more than half, at 54.1 percent, of the respondents preferred to use face-to-face method for internal communication in their organization. The second method they preferred is email at 17.1 percent, followed by social media tools at 15.3, and phone at 13.5 percent (Figure 4.2)
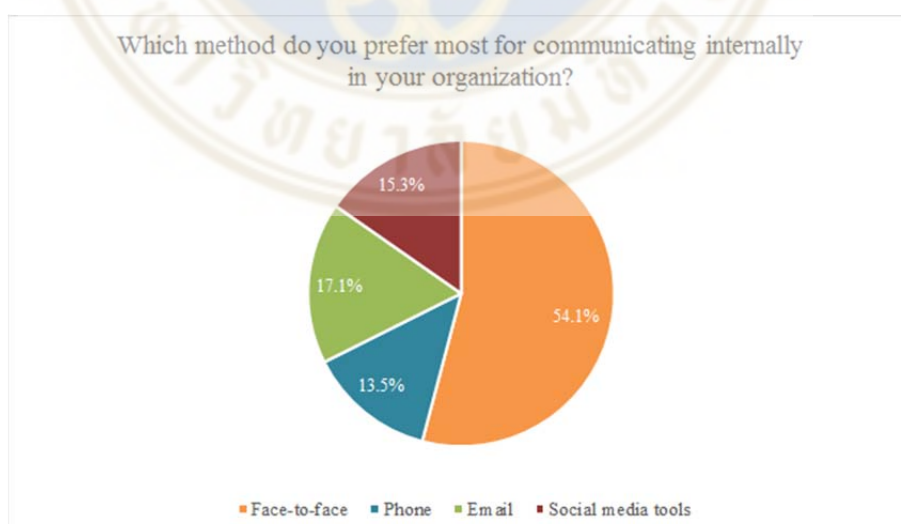
Figure 4.2 Most preferred method for internal communication

As stated in the in data above, we can conclude that face-to-face communication method is in the top rank method for internal communication in the organization.

4.2 RQ 2

RQ 2: Are employees' satisfied with their internal communication methods in their organization?

The researcher asked respondents regarding the satisfaction of internal communication methods included face-to-face, phone, email and social media tools. As seen from the Table 4.2, participants are very satisfied with the face-to-face method, at 53 percent, and only 4 percent are dissatisfied with this method. While other methods displayed that employees scored satisfied, phone at 74 percent, email at 73 percent and lastly social media tools at 76 percent (Table 4.3-4.5).

Table 4.2   Satisfaction toward face-to-face for internal communication method

Satisfaction toward internal communication method_Face-to-face

		Frequency	Percent	Valid Percent	Percent
Valid	Dissatisfied	4	3.9	3.9	3.9
	Satisfied	46	44.7	44.7	48.5
	Very satisfied	53	51.5	51.5	100.0
	Total	103	100.0	100.0	

Table 4.3   Satisfaction toward phone for internal communication method

Satisfaction toward internal communication method_Phone

		Frequency	Percent	Valid Percent	Percent
Valid	Dissatisfied	5	4.9	4.9	4.9
	Satisfied	74	71.8	71.8	76.7
	Very satisfied	24	23.3	23.3	100.0
	Total	103	100.0	100.0	

Table 4.4 Satisfaction toward email for internal communication method

Satisfaction toward internal communication method_Email

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	5	4.9	4.9	4.9
	Satisfied	73	70.9	70.9	75.7
	Very satisfied	25	24.3	24.3	100.0
	Total	103	100.0	100.0	

Table 4.5 Satisfaction toward social media for internal communication method

Satisfaction toward internal communication method_Social media tools

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	14	13.6	13.6	13.6
	Satisfied	76	73.8	73.8	87.4
	Very satisfied	13	12.6	12.6	100.0
	Total	103	100.0	100.0	

Still, overall the participants are satisfied with the flow of internal communication methods in their organization (Table 4.6)

Table 4.6 Overall satisfaction toward the flow of internal communication method

Overall, how satisfied are you with the flow of communication in your organization?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disatisfied	7	6.8	6.8	6.8
	Satisfied	89	86.4	86.4	93.2
	Very satisfied	7	6.8	6.8	100.0
	Total	103	100.0	100.0	

4.3 RQ 3

RQ 3: How employees are currently utilizing social media?

After analyzing of the total sample of 111 participants, prior that screening question, the result has shown that most participants visited social media tools or application for their personal's activities on average of 1-4 hours per day at 59.2 percent. Followed by 27.2 percent stated that they access social media tools on average of 5-8 hours per day, 4.9 percent expressed that they used those tools 9-12 hours and more than 9-12 hours.

And lastly, 3.9 percent of the participants shown that they connected to social media for personal use less than 1 hour per day (Figure 4.3).
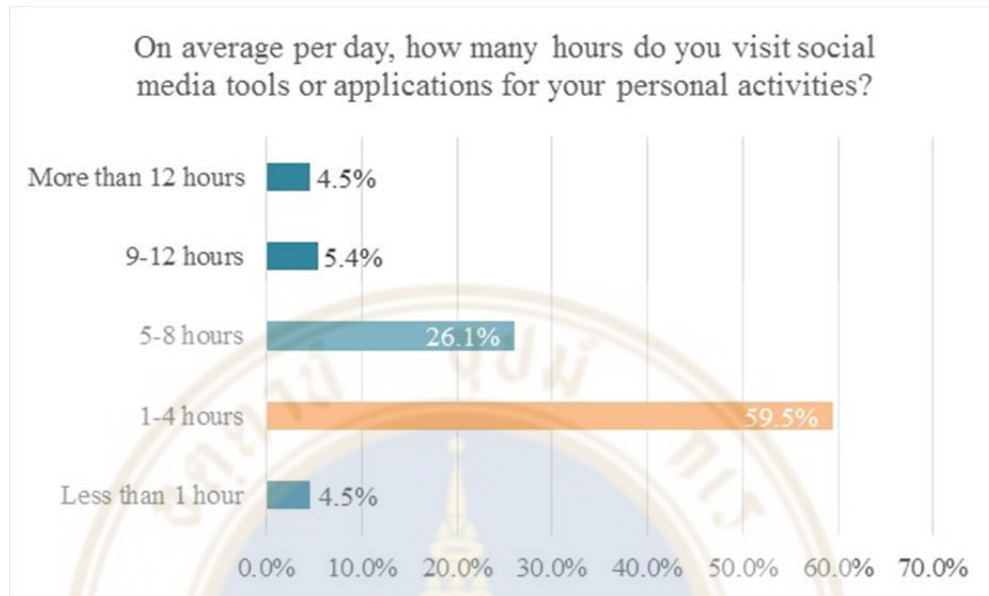
Figure 4.3 Social media usage for personal activities

However, when analyzed the screening question, the data presented that 92.8 percent of the respondents used social media tools as a form of internal communication in their organization, while 7.2 percent stated that they never used it (Figure 4.4). Moreover, when compared the data regarding the purpose of using social media, 94 percent of the respondents, 103 out of 111 respondents, who used social media for personal activities also used as a form of an internal communication method in the organization. Hence, this data will be utilized for analyzing further research questions as follows.
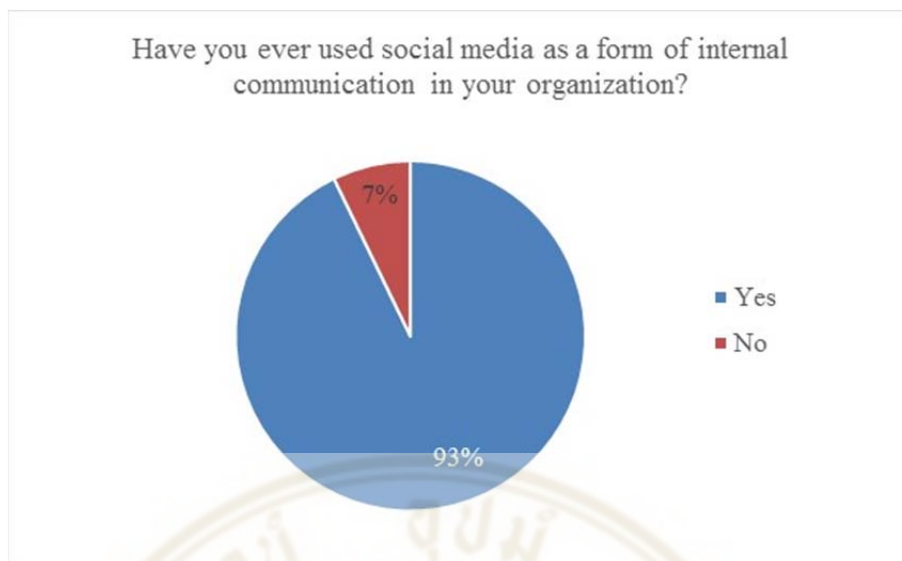
Figure 4.4 Screening question

Moreover, as data shown in Figure 4.5, employees used social media for internal communication platform on the average of 1-4 hours at 48.5%, followed by less than 1 hours per day at 28.2 percent, 5-8 hours per day at 20.4 percent and, finally, 9-12 hours per day at 2.9 percent. When looking at the hourly usage of social media as a communication method, both personal and work-related, the data shown participants utilized these tools on the average of 1-4 hours per day.
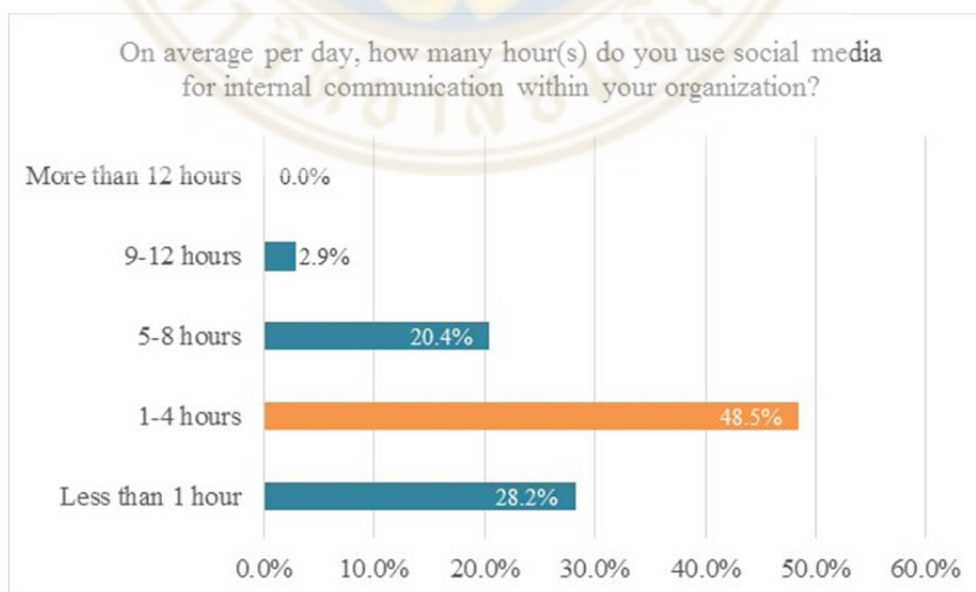
Figure 4.5 Social media usage for internal communication within organization

Moreover, regarding Figure 4.6, employees are currently utilizing several social media tools; LINE application showed the highest rank at 96.1 percent, followed by Facebook at 26.2 percent, Messenger at 23.3 percent, Skype at 16.5 percent and the Twitter has shown no usage among employees.
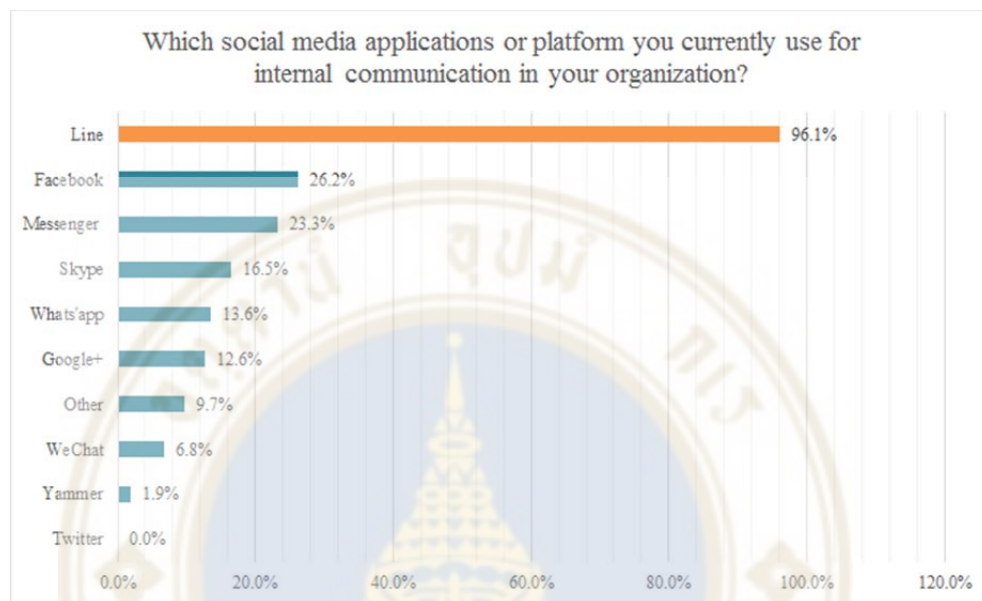
Figure 4.6 Social media applications usage list

4.4 RQ 4

RQ 4: What is the employees' perception toward social media tools?

Majority of the respondents expressed positive perception toward social media tools. From the survey data, 35 percent of employees who used social media for internal communication strongly agreed that social media tools help to enhance the flow communication in their organization, 63.1 percent agreed, only 1.9 percent disagreed, and there were no participants who strongly disagree with this statement (Table 4.7).

Table 4.7 Perception toward social media on the communication flow

Social media tools help enhancing the flow of communication in my organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	1.9	1.9	1.9
	Agree	65	63.1	63.1	65.0
	Strongly agree	36	35.0	35.0	100.0
	Total	103	100.0	100.0	

When asked respondents about whether they believed that social media tools could enhance internal communication in their organization, 24.3 percent said they strongly agreed, 68 percent agreed, 7.8 percent disagreed and finally, the data did not show any substantial disagreement perception (Table 4.8).

Table 4.8 Perception toward social media on internal communication enhancement

Social media tools can enhance internal communication in my organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	8	7.8	7.8	7.8
	Agree	70	68.0	68.0	75.7
	Strongly agree	25	24.3	24.3	100.0
	Total	103	100.0	100.0	

Answer of respondents in Table 4.9 also displayed that 23.3 percent of employees strongly agreed that social media are users' friendly, while 68 percent agreed, 8.7 percent disagreed and lastly, there are no participants who express strongly disagree that social media are user-friendly (Table 4.9).

Table 4.9 Perception toward social media on ease of usage

Social media tools are user friendly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	9	8.7	8.7	8.7
	Agree	70	68.0	68.0	76.7
	Strongly agree	24	23.3	23.3	100.0
	Total	103	100.0	100.0	

Further, when employees were asked whether they like to utilize social media for internal communication within their organization, 17.5 percent strongly agreed, 63.1 percent agreed, 16.5 percent disagreed, and 2.9 percent strongly disagreed (Table 4.10).

Table 4.10   Perception toward social media on positive usage preference

Like to utilize social media for purpose of internal communication within organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	2.9	2.9	2.9
	Disagree	17	16.5	16.5	19.4
	Agree	65	63.1	63.1	82.5
	Strongly agree	18	17.5	17.5	100.0
	Total	103	100.0	100.0	

However, when asked respondents if they preferred other forms of internal communication as opposed to social media tools within their organization, 13.6 percent strongly agreed, 52.4 percent agreed, and 34 percent disagree. These data indicated that majority of the employees would choose to use other communication methods on internal communication (Table 4.11).

Table 4.11   Perception toward other communication methods on positive usage preference

Prefer other forms of communication for internal communication within the organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	35	34.0	34.0	34.0
	Agree	54	52.4	52.4	86.4
	Strongly agree	14	13.6	13.6	100.0
	Total	103	100.0	100.0	

Finally, the result in Table 4.12 presented that 9.7 percent of the employees strongly agreed that social media used for internal communication help build stronger social networks within their organization, while 62.1 percent agreed, 26.2 disagreed, and 1.9 percent strongly disagreed with this statement.

Table 4.12   Perception toward social media on benefit of building social network

Social media used for internal communication helps build stronger social networks within the organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	1.9	1.9	1.9
	Disagree	27	26.2	26.2	28.2
	Agree	64	62.1	62.1	90.3
	Strongly agree	10	9.7	9.7	100.0
	Total	103	100.0	100.0	

The researcher also applied One-Way ANOVA to compare independent list, the perceptions of social media tools for internal communication, with selected demographic data, as factors, to see whether each group has any differences regarding the dependent list. However, according to the data, the researcher found no significant difference in means between group among industries, department, career level and the number of employees in the organization regarding the perception of social media usage for internal communication in the organization. The statistical shown that the significance level is higher than 0.05.

CHAPTER V
CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

This research study used the survey as a tool to explore employees' usage behavior and perception of social media tools for internal communication in their organization. The result had shown that participants who use social media for personal consumption also adopted social media for their communication in their organization. This result appeared to be similar to what works of literature had expected. Further, they had shown positive perception toward the benefits of social media as tools that encouraging social networking and dialogic communication. These indicate that social media used as internal communication tools can be an alternative to the existing internal communication channels and can improve the success of the working process.

Overall of the participants were satisfied with their internal communication methods in their organization. However, the research data showed that face-to-face communication is still the most used method for internal communication in their organization. Nonetheless, this approach is still the preferred choice among other communication methods. Most of the participants who used social media tools for internal communication selected LINE application as their communication tools.

Despite the positive perception toward social media tools, the majority of the participants still preferred to use other methods, as an opposite of social media tools, for their internal communication. Also, when compared social media perception between groups of selected demographic data, the researcher found no significant difference in each cluster.

5.2 Recommendations

When reviewing the results of this study, social media has become a common communication channel used in the organization, hence; face-to-face is most used and preferred in internal communication method among the employee. According to media richness theory, face-to-face is considered as the richest form of communication because of its high ability to provide instant feedback, the variety of verbal and nonverbal cues that can be valued during communication. The reasons also include the variety of languages that can be used and the ability for personal focus during communication (Daft, Lengel, & Trevino, 1987, p. 358).

Despite these facts, by incorporating social media methods can support current traditional communication channels and reinforce the effectiveness of the organization. Many pieces of research pointed out that social media can increase the reach and richness of communication across the organization (Huang, Baptista & Galliers, 2013). And pursue employees to collaborate and share knowledge (Naslund, 2010), which could enhance beneficial results for the company in many perspectives especially it will create greater opportunities for internal reciprocity. For instance, knowledge sharing can add value regarding innovation, which can play a significant role in the success and create competitive advantages for organizations. Moreover, if the organization embedded new technologies usage and support in organizational culture and social fabrics, it can increase the adoption and encourage the learning and knowledge contribution process, which promote the exchange and sharing of resources both within and among organizations (Coleman, 1988, 1990).

It is crucial for organizations to understand how social media tools can be implemented in the workplace setting and in what ways they can drive the success of the organization. As Proctor & Doukakis (2003) pointed out those organizations which would like to maintain the effectiveness of internal communication need to acknowledge the technology development which increases the continuous evolvement of communication channels.

Based on research objective, even though quantitative approach was an appropriate data collection method, still, to explore in in-depth and more precision understanding regarding behavior and perception. The researcher could incorporate qualitative methodology for the further research study to be able to genuinely understand

employees and master directions or solutions for the best outcome for both staffs and organizations.

5.3 Limitation

This study has some limitation regarding time constraint in collecting data in this research. Additionally, if there were more time to gather data, the researcher could cover a broad range of samples and be focused more on certain criteria to get an accurate set of data. Apart from that, this study should increase the number of sampling to represent the whole population.

Moreover, this study could apply qualitative research methodology to able to acquire more in-depth details to understand in detail why and how social media affect employees' behavior and perception when utilizing for internal communication in the organization. Also, the researcher used convenience sampling technique for the ease of accessibility of samples and the speed to collect data. However, as a guideline, it can show the organization some idea of how employees use and feel about the social media for internal communication; hence, organizations could utilize the real value of this type of communication technology for further internal communication implementation.

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APPENDICES

Appendix A: Questionnaire

Dear Participants,

This set of the questionnaire has been developed by College Management of Mahidol students to use for MGMG 697 Consulting Practice: Thematic paper. The purpose of collecting data is to be able to analyze perceptions of using social media application for internal communication within your organization. All data will be treated with high confidentially and used for education purposes only. It should take about 5 minutes to complete the survey. Please note that the data from this survey will be treated confidentially and is used for educational purposes only. Please complete all question truthfully by mark ✓ in the space given below the following questions. Thank you for your participation.

There are 3 parts including in this set;

Part 1 General information

Part 2 Perceptions and usage of social media tools

Part 3 Personal Information

Part 1 General information

1. On average per day, how many hours do you visit social media tools or applications, for example, Facebook, LINE, Twitter, for your personal's activities?

□ Less than 1 hour   □ 1-4 hours

□ 5-8 hours   □ 9-12 hours

□ More than 12 hours

2. Which methods do often use to communicate internally in your organization?

□ Face-to-face   □ Phone

□ Email   □ Social media tools

□ Other, please specify_____

3. Which method did you prefer most when communicate within your organization?

□ Face-to-face   □ Phone

□ Email   □ Social media tools

□ Other, please specify_____

4. Have you ever used social media as a form of an internal communication method in your organization?

    □ Yes   □ No (End of the questionnaire)

Part 2 **Perceptions and usage of social media tools**

Please read the information below and indicate to what extent you agree or disagree with each of the following statements. Please mark ONLY one number for each statement that corresponds with your answer.

To better understand the same context and meaning of social media tools. Social media tools include the following list:

- Blog-Micro blog site (e.g., Twitter)
- Social networking site (e.g., Facebook, Google+)
- Social network enterprise (e.g., Newsgator, Jive, Yammer, Telligent)
- Professional social networking (e.g., LinkedIn)
- Photo sharing sites (e.g., Flickr, Instagram, Youtube)
- Collaboration tools (e.g., Google docs / Wikis)
- Discussion boards-Dashboard-Chat room (e.g., Pantip)
- Internet audio & video calls/conference (e.g., Skype, Webex)
- Instant messenger (e.g., MSN, IM, Meebo)

5. How often do you use each of the following communication methods in your organization?

	Never (1)	Rarely (2)	Often (3)	Always (4)
Face-to-face				
Email				
Phone				
Social media tools				

6. How satisfied are you with the following communication methods in your organization?

	Very dissatisfied (1)	Dissatisfied (2)	Satisfied (3)	Very satisfied (4)
Face-to-face				
Email				
Phone				
Social media tools				

7. Overall, how satisfied are you with the flow of communication in your organization?

    □ Very dissatisfied   □ Dissatisfied

    □ Satisfied   □ Very satisfied

8. How much do you agree with the following statements?

	Strongly disagree (1)	Agree (2)	Disagree (3)	Strongly agree (4)
I think social media tools enhance the communication flow in my organization.				
I believe social media tools can increase the effectiveness of internal communication in my organization.				
I feel that social media tools are user-friendly because I'm already familiar with it.				
Social media tools allow me to communicate with anyone at any time in my organization.				
Personally, I prefer other forms of communication (opposed to social media) for internal communication within my organization.				

	Strongly disagree (1)	Agree (2)	Disagree (3)	Strongly agree (4)
I agree that social media for internal communication helps build stronger social networks within my organization.				

9. Which social media applications or platform you currently use for internal communication in your organization? (Multiple answers are possible)

    □ Facebook   □ LINE

    □ Messenger   □ Twitter

    □ What's app   □ Google+

    □ WeChat   □ Skype

    □ Yammer   □ Other, please specify_____

10. On average per day, how many hour(s) do you use social media for internal communication within your organization?

    □ Less than 1 hour   □ 1-4 hours

    □ 5-8 hours   □ 9-12 hours

    □ More than 12 hours

11. On which device(s) you use social media application for internal communication? (Multiple answers are possible)

    □ Office computer   □ Personal computer

    □ Personal phone   □ Office phone

    □ Other, please specify_____

Part 3 General information

12. What is your gender?

    □ Male   □ Female

13. What is your age?

    □ Under 20 years old   □ 20 - 30 years old

    □ 31 - 40 years old   □ Above 40 years old

14. What is your education level?

   □ Lower than Bachelor's Degree   □ Bachelor's Degree

   □ Master's Degree   □ Ph.D.

15. Which of the following industries most closely relates to your work?

   □ Healthcare   □ Government services

   □ Tourism   □ Real estate

   □ Food and beverage   □ Entertainment

   □ Hospitality   □ Technology

   □ Retail   □ Education

   □ Other, please specify_____

16. How many years you've been working at your current organization?

   □ Less than 1 year   □ 1-2 years

   □ 3-4 years   □ 4-5 years

   □ More than 5 years

17. What is your career level?

   □ Entry or Junior level   □ Supervisor

   □ Management   □ Executive

   □ Other, please specify_____

18. In which division/department/unit do you currently work in?

   □ Communication   □ Executive

   □ Finance/Accountancy   □ Human resources

   □ Sales   □ IT

   □ Marketing   □ Legal

   □ Other, please specify_____

19. How many people work within your organization, approximately?

   □ Under 50 people   □ 51-150 people

   □ 151-500 people   □ 501-1,000 people

   □ More than 1,000 people