

# **Self-determination on Internal Social Media**

Henri Ågren

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<p>Tiivistelmä</p> <p>Opinnäytetyön tavoitteena oli tutkia, miten eri itseohjautuvuustekijät vaikuttavat yrityksen sisäisen sosiaalisen median käyttöön. Tätä kautta pyrittiin tunnistamaan erilaisia tekijöitä, jotka vaikuttavat ihmisen sitoutumiseen ja motivaatioon sisäistä sosiaalista mediaa käytettäessä. Sisäisen sosiaalisen median työkaluna toimi Yammer. Yammer oli virallisesti lanseerattu yritykseen, mutta siitä haluttiin tehokkaampi alusta tiedon yhtenäistämisen jakamiseksi. Tutkimusongelmana olikin tunnistaa ne itseohjautuvuustekijät, jotka edistävät Yammerin laajempaa ja aktiivisempaa käyttöä työntekijöiden keskuudessa.</p> <p>Tutkimusote oli laadullinen, jotta syvälinen ymmärrys ilmiöstä saavutettaisiin. Aineiston keräämisessä käytettiin teemahaastattelua, jonka haastattelurunko muodostettiin tietoperustan avulla sekä tutkimuksessa käytettävän teorian pohjalta. Aineisto analysoitiin aineistolähtöisesti, koska tavoitteena oli antaa painoarvoa haastateltaville ja heidän näkemyksilleen Yammerin käytön lisäämisessä.</p> <p>Tutkimuksen tulokset esiteltiin sanallisesti. Tuloksissa korostui erityisesti se, että Yammer oli aktiivisesti työntekijöiden tietoisuudessa, mutta omat työtehtävät sekä yleinen haluttomuus käyttää ohjelmaa korostuivat. Lisäksi huomattiin, että sosiaalista mediaa työn ulkopuolella aktiivisemmin käyttävät hakeutuivat omaehtoisemmin myös Yammeriin.</p> <p>Tulosten perusteella pystyttiinkin toteamaan, miten eri tekijät vaikuttavat itseohjautuvuuteen ja näin yrityksen työntekijöihin Yammerin käytössä. Oli havaittavissa sisäisiä ja ulkoisia motivaatiotekijöitä, jotka lisäävät tai vähentävät itseohjautuvuutta. Jatkotutkimuksissa olisi hyvä tarkastella laajemmin kulttuurin ja viestinnän merkitystä itseohjautuvuudessa.</p>		
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Abstract  <p>The purpose of the study was to understand different factors that are related to human self-determination, and find out what kinds of experiences and expectations people have of internal social media. The aim was to identify the self-determination factors that affect human engagement and motivation in the use of internal social media. The internal social media tool examined was Yammer, which was officially launched at Company X. The company wanted Yammer to be a more effective platform for information and knowledge sharing. Company X had not enough information about what could promote the active use of Yammer among the employees. The research problem was to identify the self-determination factors that encourage employees to use Yammer more widely and actively.</p> <p>The research implementation was qualitative in order to achieve a profound understanding of the phenomenon. The method for data collection was theme interview, and the interview frame was constructed using the knowledge base and the theory base of the study. The data was analyzed inductively because the aim was to emphasize the interviewees and their views.</p> <p>The results of the study were presented verbally. The results highlighted the particular fact that those who use social media in their free time are also more active on Yammer. The results reveal how different factors affect self-determination and thus human engagement. It became clear that the internal or external motivation factors, respectively, increase or decrease the use of Yammer. As for further studies, it would be useful to examine the importance of Yammer from the cultural or communicative perspective.</p>		
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## 1 Introduction

This thesis deals with the use of an internal social media tool Yammer in Company X, and employees' engagement to it. It has been noted that the internal social media tool has not been taken into use actively and the goal is to find out what causes inactivity in the use of Yammer in Company X. The daily tasks require a lot of communication inside the organization. To support the daily work, we need to have a tool that works as a common information sharing area.

Company X has officially launched Yammer but only few has took it actively into use. With the help of Yammer Company X is trying to collaborate more openly through the whole organization. Therefore it is important to know what the main factors are in the human mind itself that cause resistance or enthusiasm to take Yammer into use. The problem is solved by identifying the motivational factors that affect a person's self-determination in front of new issues and cases.

The aim is to recognize the motivation factors that help to increase the self-determination. When the motivational factors are identified it is possible to see why some are more self-motivated and start to use Yammer more spontaneously. On the other hand, it can also be seen why some do not start using Yammer at all. The study is carried out by using a qualitative theme interview to get in-depth understanding of the phenomenon with the help of interviewees' perceptions. In addition there is a very little research available about the human self-determination in business life, so the topic was an interesting choice in order to understand the phenomenon from the business point of view.

## 2 Research frame

This chapter describes the structure of the research frame. The first chapter presents the research problem and research questions. To solve the research problem, the author chose a research method that processed and explains why this method is suitable for this research. In addition to the data collection methods the frame tells how the results are analyzed. Finally, reliability will be dealt with to ensure the quality of the research.

### 2.1 Research problem and questions

A precondition for a successful thesis is the research problem that controls the whole research process. In that case, the most important thing is to define the problem as precisely as possible and find out the focus so that the problem will be resolved. Solving the problem requires familiarity with the subject area and an awareness of what information is required and what is obtained. You must also make sure your own interest towards the topic to ensure your motivation. (Kananen 2015, 41-42.)

The assignor of this thesis is Company X, which is one of the world's largest telecommunication companies. The company does not know their employees' self-determination factors when introducing a new internal social media tool, Yammer. The purpose of the thesis is to find out those self-determination factors among the employees, which would increase their own determination with the new internal social media tool.

It is important to know what makes a person act in a certain way. In this case, the research therefore focuses on the human self-determination which examines factors in human behavior. By examining self-determination we will get the psychological factors that increase motivation for something. Hence, the research questions are:

**What factors affect self-determination when using internal social media?**

**What factors promote self-determination when using internal social media?**

**Which factors cause inactivity on internal social media?**

**Which factors cause activity on internal social media?**

**With the help of internal social media what factors contribute to achieving the common identity?**

The thesis will give the answers to these questions and thus provide a solution to the relevant research problem. The objective is to focus on background theory and find out the factors that would come from the employees themselves. The subject areas of the study are motivation on a general level which is divided into intrinsic and extrinsic motivation. In addition the research focuses on the three basic ideas of self-determination that are relatedness, competence and autonomy.

These themes apply to the theoretical framework through which the answers to the research questions will be sought. Based on the results is designed to search for topics for further research so that the company can take the advantage of development in human resources function. In these themes it is also possible, to a greater extent, to apply the theoretical framework that will partly give answers to the research questions. The combination of theory and practice is intended to pay attention to the factors that contribute to employees' self-determination so the company will be able to take an advantage of the further development of the human resource function.

### **Research approaches**

According to Kananen (2015, 89) a research approach means a problem that can be solved with a methodological wholeness. The research approaches are divided into

quantitative and qualitative approach and the choice depends on the research problem and its nature. This research approach is a qualitative research (Kananen 2013, 27.)

A qualitative research may not have prior knowledge behind the subject. The aim of the qualitative research is to focus the research problem as accurately as possible by collecting data and information as much as possible to understand the phenomenon. This is due to the fact that the researcher does not already know the phenomenon and the factors that will affect it. So, there is a problem that is possible to solve with the knowledge around the phenomenon. In general, to describe some cases it is only possible with the help of the text, but for example in this case people's attitudes and experiences are almost impossible to describe otherwise than with a qualitative research. The qualitative starting point for a study is generally considered being the understanding of the phenomenon. So, the study proceeds from the understanding of the phenomenon to the theory. Therefore it is possible to get hypotheses and assumptions about how the phenomenon works. (Kananen 2015, 71, 128–129.)

## 2.2 Research methods

This chapter discusses selected research methodology, data collection and analysis methods as well as the reliability of the research evaluation criteria. The main data collection methods of a qualitative research are observation, theme interview and various documents of which the most common method of data collection is the theme interview. In this study, the research method is theme interview because the aim is to find out peoples' emotions and experiences towards the internal social media. In this way it is possible to know what factors guide people to use the internal social media, and what causes the engagement to get people act independently or not. Thus, the goal of theme interview is to figure out the things that are related to phenomenon from the interviewees' point of view and the debate would reach new issues for the discussion. (Kananen 2015, 65, 132, 148.)

As a phenomenon the human self-determination is a quite new subject in business life. There has not been much research on its impact on business life and that is why the topic is quite new and interesting.

### **Theme interview**

The theme interview can be performed as an individual, group or focus-group interview. The aim is to select interviewees that are associated with the phenomenon. If the people that are associated with the phenomenon cannot be reached, the interviewees are those who know most about the phenomenon. In order to get the most relevant information it is important to choose the themes as accurately as possible. (Kananen 2013, 109–111.)

According to Eriksson and Kovalainen (2008, 78) the qualitative interview may resemble an everyday conversation. In interview situation, the conversation will proceed from general matters to more detailed issues. The phenomenon was approached from different subject areas in different themes, and the aim is to get the lighting to a foreign phenomenon. The phenomenon which is studied is approached from different angles. These aspects form themes that will be discussed in the interviews. The aim is to find out things about the interviewee and his or her views of the particular phenomenon. (Kananen 2015, 149–150.)

A typical theme interview proceeds with specific themes. It is not typical to have ready-made questions. Often the theme interview is described as a semi-structured interview, because the interview's subjects and thematic areas are same to everyone. (Hirsijärvi & Hurme 2008, 47–48; Kananen 2015, 148.)

To disclose the solution in theme interview will be obtained through saturation. The theme interview is based on a genuine dialogue with the interviewee and that will bring up new themes and follow-up questions. Often it is also typical to make follow-up interviews to understand the phenomenon and to get a decent saturation. When the answers start to repeat themselves the saturation is achieved and there is enough information to understand the phenomenon. Practically this means that the interviews will continue as long as they do not provide new information around the phenomenon. (Kananen 2015, 146.)

## **Analysis**

The aim of the analysis is to provide a summary and a clear description of the phenomenon. Analysis therefore seeks to shape the material, so that the conclusions are reliable and meaningful. A qualitative analysis can be completed in two ways. It can be inductive and theory-oriented or deductive and data-model based. The data-model aims to use the material as a builder of theory. The term is often connected to an inductive data-based analysis of the model, because it means advancing a single general line of reasoning. (Tuomi & Sarajärvi 2009, 95, 107–108.)

A theory-based content analysis proceeds often from a general to a single (deductive). The starting point is the prevailing theory, which is defined by relying on the analysis of the main themes. Therefore, the existing theory is used to determine the phenomenon. (Tuomi & Sarajärvi 2009, 97–99.)

According to Kananen (2015, 160) the qualitative data is often in a different format. The data can be processed further by transcribing, classifying, and compacting the material to get the commensurability of the material. Often the material can be discharged by transcribing. It can be done selectively by themes or by the whole interview dialog. (Hirsijärvi & Hurme 2008, 138.)

In this study the data gathering and theory-based content proceeded as content analysis. The interviews were recorded by using a tape recorder and the transcribed records were produced. The raw text segmented as a complex. The encoded data was formed by entities that are described verbally in the results. Microsoft Word software was used in transcription and in coding of data. The interviews were carried out around the world via Skype connection.

## **Reliability**

The whole research process always has a risk that can either come from the researcher or from the material. The mistakes can be conscious or unconscious. Reliability and validity are concepts that aim to provide results that are accurate. Reliability means that if the research will be repeated it will give the same results. Validity on the other hand means that we are studying the right things. (Kananen 2015, 338, 343.)

In qualitative research the reliability criteria are credibility, transferability, dependability and confirmability. Credibility means that the results correspond to the explored phenomenon. Transferability means that the qualitative research does not strive for generalization but from understanding the phenomenon. Dependability means that the results are correctly derived from the data. Confirmability means that the interviewees confirm the interpretation of the research. (Kananen 2015, 352–353.)

### **Company X**

The research was conducted with Company X and their employees of the different levels of the organization. Some of them are heavy users and specialists with the internal social media and some of them have not use the internal social media at all. The interviewees are managers, supervisors and workers from 30–60 years of age.

Internal social media has been officially launched in the company and it has an important role in the daily conversation. Therefore, everyone has the opportunity to take into use the jointly launched tool Yammer but many employees are half-hearted with the tool. Thus, it is important to identify the workers' self-determination factors and increase their engagement towards Yammer. By recognizing the self-determination factors it is possible to know what increases or decreases people's interest towards new issues. The company's name will not be mentioned in this thesis due to the sensitiveness of the subject.

### 3 Motivation and self-determination

This chapter deals with psychological needs in human behavior according to Deci and Ryan's self-determination theory. In addition, the chapter gives an indication of what the human internal and external sections are and how they affect in the human body.

Self-determination can be classified by psychoanalytical and behavioral theory of motivation. As we can see, this is reflected to our psychodynamic factors and to our everyday life. It is like a different kind of motivational concept where the explanatory factor is power. This is each human's motivational propensity that could be explained by various psychological processes that are involved in normal maturation and in volitional behavior. (Deci & Ryan 1985, 5–7.) For example in our daily job we can do our work inwardly or outwardly motivated. An outwardly motivated person usually works in order to achieve some indirect goal. It is a person that wants to obey superiors and will be precise and conscientious to achieve an external reward. Nevertheless, an inwardly motivated person works by his or her own choice because the starting point of motivation is something that produces an experience of success. (Hakanen 2011, 30.)

#### 3.1 Intrinsic motivation

According to Deci and Ryan (1985, 5) intrinsic motivational force is referred to as an independent ego energy. It means non-drive-based energy and the motivation is based on the natural needs to be competent and self-determining. It has a huge role in employees' citizenship behavior and the point is to understand the individual behavior. It means that the work can be interesting and enjoyable, and you have the motivation to engage in your work, because it is interesting and satisfying. So, the motivation comes from individuals' internal needs. (Lazauskaite-Zabielske, Urbanaviciute & Bagdziuniene 2015, 348.)

The intrinsic motivation from a conceptualized point of view means that it is a part of human needs and interest along with enjoyment that are integrally involved. It can

also refer to an inherent feeling of competence from effective functioning. It is an ongoing process with emotions. A person feels interest and excitement to do things by achieving the flow-situation. The interest plays an important role in the amplification and direction of attention. When a highly intrinsically motivated person feels the interest and excitement emotions the organism will extremely feel a sense of flow. (Deci & Ryan 1985, 27–29.)

The flow situation is also linked with autonomy. The autonomy means a human experience of freedom. She or he is free to decide their own actions. The prerequisite of autonomy is choice of freedom and action but the opposite of it is forced and tightly controlled conclusion. When you will act self-motivated you do not feel externally controlled and thus the motivation comes from yourself. Intrinsically motivated employees naturally feel forced to complete their work while others more likely try to push themselves towards completing their work. The intrinsic needs for competence and self-determination motivate to seek and attempt to conquer optimal challenges. The autonomy is a choice of freedom and action where a person feels their own goals and enjoyment. (Lazauskaite-Zabielske, Urbanaviciute & Bagdziuniene 2015, 348.)

The competence in intrinsic motivation means that the challenges are suited to people's competencies. They neither are too easy or too difficult and the challenge is stretching one's abilities to try something new or push something old forward. The competence refers to an individual's experience that they can trust their selves to get something done. Thus, it is a kind of expectation of success. So, the point is therefore about the know-how and effectuation. A self-experiencing employee believes in the ability and itself to perform a given task successfully. If a human experiences enjoyment and feels competent and self-determining, they perceive the locus of causality for their behavior to be internal and in some way experience a sense of flow. (Deci & Ryan 1985, 32–34.)

According to the self-determination theory the relatedness means in general that those who feel that they belong to the work community trust each other and share their successes in the community. They are those whose efforts are noticed and recognized and they feel a sense of relatedness. When people get feedback from their

effectiveness and feel the interconnection inside the work community they will reach better performances. There is confidence between each other in the background and so the relatedness helps people to cope in their own work. (Hakanen 2011, 31–31.)

From the psychological point of view the intrinsic motivation energizes a variety of behaviors and psychological processes for which the primary awards are the experiences of effectance and autonomy. When people are free from the instruction of drivers and emotions they will seek situations that interest them and require the use of creativity and resourcefulness. (Deci & Ryan 1985, 32–33.)

### 3.2 Extrinsic motivation

According to the self-determination theory both motivational elements intrinsic and extrinsic are important. However, the extrinsic motivation has a different kind of role relating to people's participation and engagement. As a child grows, the social environment has a significant role. Friends and parents are usually face to face. There are increasing demands and limits to the children and parents need to prohibit and redirect children's activity to ensuring their safety. So, there is a developmental conflict between children's active nature and the values and conditions of the social life which is described as socialization. It means that there are many behaviors, attitudes, and values that are important for the effective functioning in the social world but are neither or nor naturally intrinsically motivated. So the environment has many behaviors that the children could find intrinsically interesting. The adults are often faced with the responsibility and cannot do the same. (Deci & Ryan 1985, 129.)

There is also a major factor which is internalization. It is an active process where a child integrates in the socializing environment. It is a term from initially based interaction with the external world. So, as we have seen that the intrinsically motivated processes work natural but extrinsically point of view, a substantial integration requires a conflicting force. For example when the cultural values become child's values the internalization is then a part of an organismic integration. But it requires that the child has an understanding of internalized consequences. For example there is an extrinsic reward or punishment. (Deci & Ryan 1985, 130–132.)

The extrinsic motivation can be divided into different parts. There are differences that are based on how the person is governed by its own behavior. The extrinsic motivation is divided to external, introjected, identified and integrated regulation. (Deci & Ryan 2000a, 237.)

The externally regulated motivation has the least autonomy. It is usually associated with the operation that includes requirements from the outside and where the externally controlled behavior is often perceived as a controlling behavior. The introjected motivation has also low-autonomous. It usually occurs when a person works in order to avoid guilty or anxiety to maintaining pride. (Deci & Ryan 2000b, 61–62.)

The identified extrinsic motivation means a situation where a human has accepted a part of the external control and experience the behavior personally important. This is an example from maturation when we are not as stubborn as a child. The most autonomous part of extrinsic motivation is integrated regulation. It occurs when the identification regulation has been fully assimilated to itself. (Deci & Ryan 2000b, 62.)

As the following figure 1 shows the effects of external and internal facts are different. It is a continuum where the external motivation approaches to intrinsic motivation.

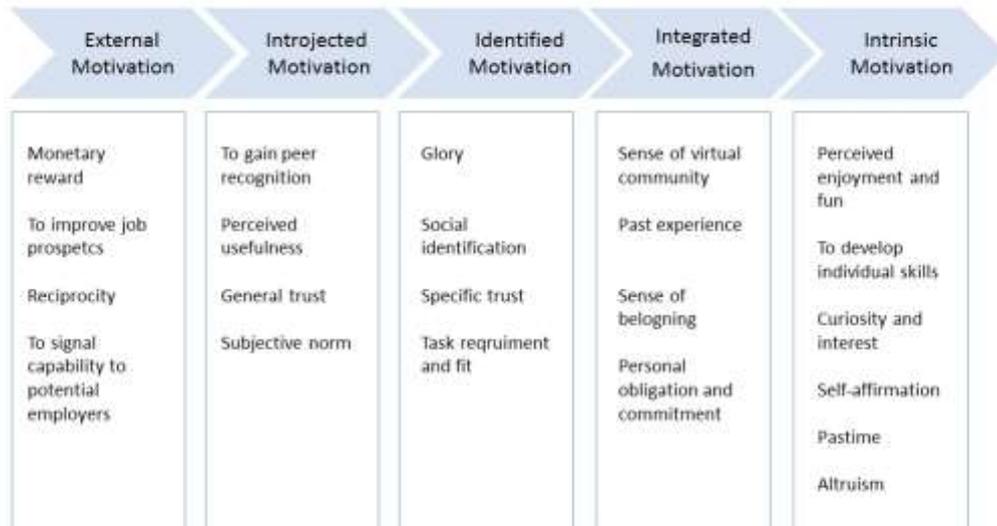


Figure 1. Motivation spectrum between the extrinsic and intrinsic motivation.

(Yuxiang & Zhao Qinghua 2014, 899.)

The figure summarizes that every frame has its own fact that increases the engagement and effort, which were explained earlier. From the external point of view there is a reward or punishment to achieving the goal. The external motivation usually shows that when the rewards are performance-contingent the participant work harder to get the expected reward. In case of an identified motivation the activity comes from personally important things. Before that the introjected motivation tells that recognition and approval are needed. The integrated motivation refers to the intrinsic motivation. There is a natural way to the engagement and have an inherent enjoyment. The activity comes from itself and the integrated motivation is strongly correlated with the intrinsic motivation and so they often also seen as a combined intrinsic motivation. (White 2015, 1925.)

In this study, the extrinsic motivation is presented as a single continuum. The intrinsic motivation has a stronger role in the interview questions which is attempting to clearer reporting and conclusions.

### 3.3 The basic idea of self-determination

According to Deci and Ryan (1985, 38) the theory of self-determination means a concept that there is capacity and a need to choose and have the choices. It is as a quality of human functioning that is influenced by intrinsically motivated behavior and extrinsically motivated behavior. It is developed by Richard Ryan and Edward Deci who show that a human has three basic psychological needs which are autonomy, competence and relatedness. Those factors are significant for unity of well-being and human intellectual growth. (Deci & Ryan 2000a, 227.)

The theory is based on that the needs are initiative psychological and the psychological nutrient has an important role for intellectual development, relatedness and well-being. (Deci & Ryan 2000a, 229.) The self-determination is divided into the internal and external motivation. Those support the natural satisfaction in the engagement that emphasizes especially internal motivational factors competence, autonomy and relatedness. (Deci & Ryan 2000b, 57.)

In working life, the self-determination is associated with creativity, flexibility and self-regulation which most workers appreciate in their peers, subordinates and supervisors. Additionally, those factors enhance the organizational effectiveness and are preconditions of personal autonomy and meaningful feedback. However, the rewarding, which is most external motivation fact, has tightly connected with self-determination in the organizations. The rewarding has usually played a significant role in the organizations but otherwise it has a negative effect in people's intrinsic motivation. According to the self-determination theory, competitively-contingent rewards have seen most detrimental rewards but rewards that are appropriately linked to performance and positive feedback have seen detrimental at least. (Deci & Ryan 1985, 294, 310.)

The self-determination can be seen as an experience of meaningfulness in work. When the work includes the motivation factors mentioned above and creates enough experience of success, it increases the social and mental well-being at the work. (Hakanen 2011, 30.)

## 4 Internal social media

This chapter deals with internal social media as a concept from the company's point of view and its general purpose for enterprises. The first chapter describes the purpose of internal social media and the difference between the types of social media. Secondly the chapter proceeds what kinds of benefits the internal social media has. Final chapter will deal with a channel of the internal social media and its importance to Company X.

### **Purpose**

Information technology has changed the quality of work over the years. The work is performed more independently without any time and place. Nevertheless, the challenge is how to bring the necessary information to everyone. The problem is scattered organization units, the Internet and its external generation as well as the opportunities of the social media inside the organization. (Ojala & Pöysti 2008, 14.) Social media is often understood such as Facebook, LinkedIn and Twitter but the internal social media is instead a private enterprise social networking site. (Bell 2012, 47.)

The following picture (figure2) distinguishes the social media and internal social media from the company's point of view.

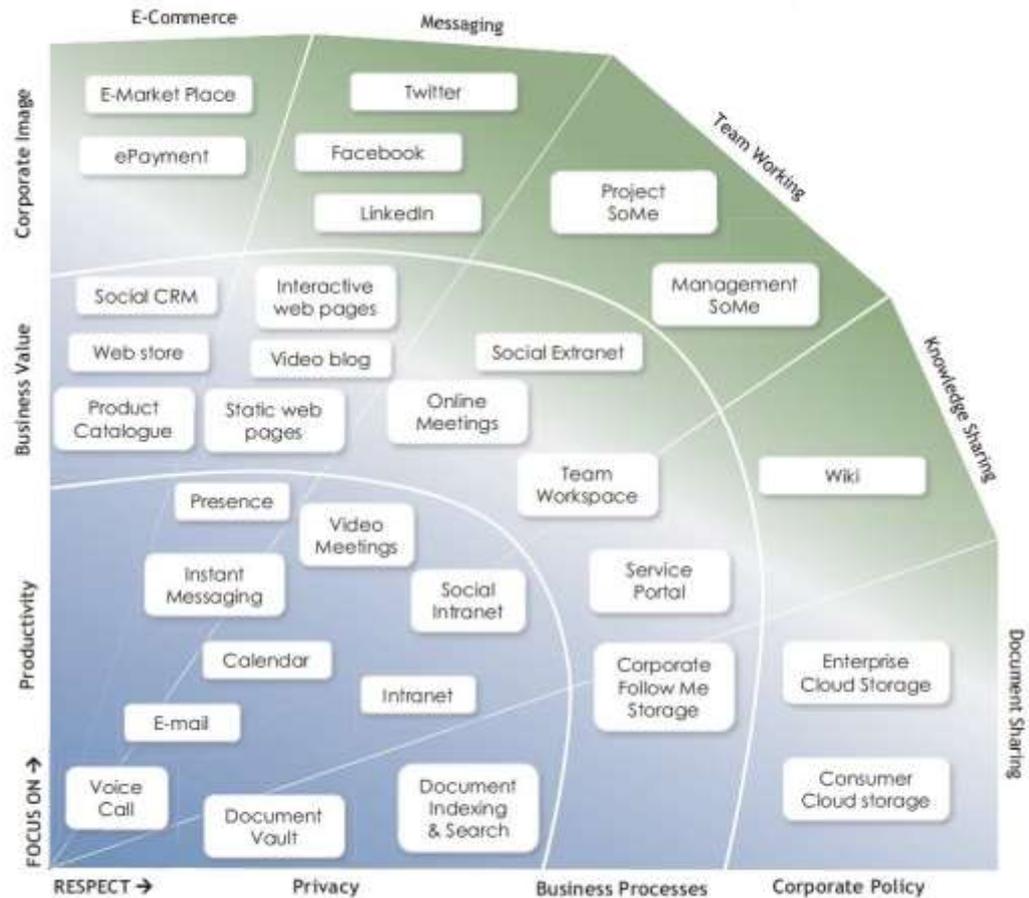


Figure 2. Different communication channels and their impact on the organization (Huovinen & Riikonen 2014, 24.)

Social media tools and services can be seen on the open Internet and or on the closed intranet. The social media is usually a workspace, which can be open to all employees or just specific persons. (Ojala & Pöysti, 2008, 18–19.) The outer ring is the public social media, on the inner circumference are direct communication solutions and between these two is the social media in business. (Huovinen & Riikonen 2014, 25.)

The figure will help to perceive the purpose of this thesis. As it is possible to see that the internal social media in business is something that works under privacy and productivity to generate the business value in the organization. Especially in this case, Company X has launched an intranet social media software, the purpose of which is to guide an open debate on various topics and share the knowledge inside

the organization. The managers and supervisors have been harnessed as drivers for the change and the objective is to achieve a modern employer image in addition to get concrete benefits of inclusive management and the software. But the employees' engagement has been difficult and the change has often remained half-way. (Mts.)

The purpose is in general to have a sense of community in all the social media channels where the differences are usually the technical facilities in comparison to the internal social media. The common point is to share the knowledge and create of shared knowledge very characteristic to social media and internal social media. The members of the community are interested in the same topic or issues rather than connected via the organizational structure. (Ojala & Pöysti, 2008, 18–19.)

### **Benefits**

The companies which in some extent are using the internal social media, the starting point for the need of internal social media has been sharing of the know-how and information to everyone. They aim to get people involved in developing the daily operation as widely as possible. In general, in the use of internal social media it has been noticed that only some people have independently started to use the software. Those persons are usually young people who do not need further process to use of the social media. (Ojala & Pöysti, 2008, 18.)

However, in bigger and traditional companies the implementation of social media is much more challenging. It often requires a change in the traditional habit of operation and foment prejudices, create fear and resistance to change. Nevertheless the internal social media has more benefits than many knows:

- People need each other's knowledge and expertise to perform the task where the virtual workspace provides a good solution.
- People are located around the world and it is needed to have a common database what includes topical work-related information, instructions, tips and experiences.
- The silent information is desired to get a common know-how sharing form.

- Every work community needs more and more ideas and different point of views. So the internal social media tools offer platforms for common ideas and commentary.
- The e-mail is no longer the best tool when the work is done in a group. E-mails are often sent to a huge group of people with large attachments which often moves in different versions.
- The internal social media is a tool to reach the entire staff in an equivalent manner.
- The aim is to take an advantage of internal social media tool to improve transparency and the development of desired corporate culture.
- In addition the transfer of information in social media reduces paper usage and copying. (Ojala & Pöysti 2008, 19–21.)

According to Ojala and Pöysti (2008, 22) the internal social media is not just a technical solution, it is a solution of culture, which can be called a culture of collaborative knowledge. When the conversation culture is free and people ask help and assist each other, it is possible to enhance the company's operation and business management. The conversation culture allows people for crowdsourcing by making some common issue. With the help of internal social media it is possible to increase the amount of people from different levels of organization to participate in decision-making. Thus the decisions are better and they are easier to exportable. When the internal social media is associated at an early stage and it offers a discussion, people will become gradually positive to the changes. (Huovinen & Riikonen 2014, 25.)

#### 4.1 Yammer

Yammer is one of the Microsoft's social software tools. It works as an internal social media tool with its cloud service that offers solutions to transmitting messages, information sharing and collaboration. Other virtual workspaces for companies are offered from for example Google, IBM and Finnish Trainer's House. (Roine 2014, 1; Ojala & Pöysti 2008, 43–44.)

Yammer has extremely basic functions. It provides a constant flow of news feed, which any member of Yammer network can comment on or give responses to current debates. On Yammer it is possible to create multiple networks for example for different subgroups, departments, units and teams. Thus, people are connected with colleagues and have access and information to business data. (Roine 2014, 1; Bell 2012, 48.)

Technically the use of Yammer reminds us of Facebook. The general view is almost the same and the activity takes place in the middle of the stream of a news feed. You can add your own text, messages, images, attachments and questions. In addition, it is possible to thank and praise other employees and future events may be advertised on the calendar and the most important messages can be recorded for an announcement. Yammer also has a possibility that you can tag each discussion with a keyword and utilize it later in retrieval. (Roine 2014, 1.)

In the internal use of the Yammer it is possible to take advantage of a seemingly endless e-mail conversation. The conversations are quite simple and they are not behind ten different conversations like in email conversation sometimes use to have. Yammer works of course on its own way but better than shared e-mail conversations. One of the main benefits is the availability of information. A several months old issue can be found immediately. It is possible to talk without any organizational boundaries and thus create an open atmosphere of open discussions. It is a fast growing business platform that provides the effectiveness of business. (Roine 2014, 1; Bell 2012, 48–49.)

## 4.2 The internal social media in Company X

Company X has officially launched Yammer into use beginning of this year. It is partly in use and the implementation has been done according to organization rules. The company has thousands of workers and is an expert organization where the average age is high. Some of the people have felt resistance to take Yammer into use and engage to it. The use of e-mail and face to face conversations inside the organization are more active and the benefits of Yammer may not be seen properly. Company X is

a high data produced company globally, where it is anyway important to handle various programs related to the daily work. Therefore, it is important to find out what the problem inside the human behavior is to start using new tools.

### **The needs for the internal social media**

The new kind of needs in the work community requires new approaches and models. Employees have become competitive specialists and the work of these experts is to try to increase the productivity continuously. To increasing the productivity of knowledge in work is needed to have tools of collaboration and knowledge creation. So, it is needed to have new kind of leadership culture that understands the nature of knowledge work and create possibilities for communication between the people. To raise the productivity of knowledge work requires cooperation and joint creation of knowledge. (Ojala & Pöysti 2008, 14.)

According to Ardichvili, Page and Wentling (2003, 64) one of the critical factors to determining virtual community's success is its members' motivation force to participate in community knowledge generation and sharing activities. There are too many companies that are thinking about the need of social media, because others are also there. There must be a solution to exploit the information and have an atmosphere that has a need for internal social media tool and it can be seen as an essential. The solutions for social media require openness and readiness to interact. People must consider in advance that the culture is open enough and that people are ready to bring out their knowledge. The practice has shown that the critical mass is needed before the internal social media begins to live and continues to expand. However, the critical mass cannot be determined. People need to continuously produce new knowledge and comments in order to utilize internal social media. (Ojala & Pöysti 2008, 23–24.)

## 5 Research results

The results of theme interviews are described verbally and reflected to themes and theory. In this thesis the method of interpretation is data based. The text comes by transcription and from the transcript text find out the complex of issues that was divided into own sections and themes. Findings were based on the transcript text of interviews. The interviewees were selected from different levels of the organization and based on who had knowledge of the subject. The names of the interviewees are not disclosed at this thesis due to the confidentiality agreement and sensitivity of the subject.

The internal social media received mixed feelings in general. Yammer seemed to be a good idea but due to daily duties its use was variable. The responsibilities of its use came up partly, but otherwise Yammer was seen as one of the organization's tools which had some sort of meaning. Some of the people have more accurate view of things than others related to Yammer.

### 5.1 Affection

Yammer has an important role but only some had psychological needs to use it. There was clear evidence of its effects on human motivation. Those who were more active in social media in their private life were committed more independently to Yammer. Those who were not active in social media in their private life were not active in Yammer.

*I think the question of a genuinity and the question of being in control and challenging are those big questions when it comes to the meaningfulness in internal social media. Of course if there is some interesting topics for me personally it would be more easier to be a part.*

The issues that affected the activity on the internal social media, came up from the intrinsic motivation factors. Some of the employees had worked for almost ten years in the organization and in their past they have participated in some projects that were partly carried out in the internal social media.

From the work related point of view, the relatedness has an important role. When people see that others are using the internal social media and the daily duties are partly there, the feeling of relatedness automatically guides to use Yammer.

*I don't have anything to against it, but I haven't seen the benefits of it. I have visited there and I have checked what is happening there but for some reason I don't really have took it into active use. If my colleagues would be active what are important for me from the working perspective, then the game would change.*

The things that affected the activity in self-determination were rush at work and relatedness. Yammer was not linked a part of the daily job and it was seen as a tool where you had to log in and book your own time to use it. The employees had a passion to their daily work, but not necessarily to social media. Another aspect was the presence of others.

## 5.2 Promotion

The psychological promotion issue was simply that the use of Yammer feels genuine and understandable. Especially, those who are not active in social media at all, they would have a need to feel that the use of Yammer comes from themselves.

*There are certain thinks that in general might falter be and one thing is that whoever contributes in the social media has more control to, how do they present themselves than in a normal interaction situation. And if we want to utilize the social media in facilitating the genuine dialog should be find in the social media.*

Company X has to take the individuals more into account. When the use of individual point of view feels comfortable it is easier to begin to use it. Therefore, from the intrinsic motivation point of view the key issues are the competence factors. For example it can be seen that the organization could organize a training course for those who are the beginners with social media generally. Therefore, the extrinsically and intrinsically motivation factors can be seen.

*The organization could break the prejudices to have just like for example a course Yammer for dummies. I would really appreciate that. Nowadays everybody expects that we are so fluent in using this kind of channels that we don't need any training but at least in my case I would need perhaps some kind of training that somebody takes my hand.*

Training would increase self-determination. When people feel familiarity with the tool it will be used more spontaneously. Therefore, the question is learning and the desire to learn to use the tool.

For the employees who are in some ways involved in the social media in their private or professional life, the autonomy was highlighted in addition to competency. It was easy to produce contents for internal social media and the use of Yammer came from them.

### 5.3 Activity

The activity was able to distinguish among the interviewees almost directly. All employees were in some way involved, visited, registered and took a look on Yammer or another internal social media tool. From the employees' perspective, who were partly active in Yammer, it was found out that for those it was also easy to come across with other people.

*The use of internal social media have links to top down communications and dialog and the interaction is mostly very meaningful.*

The partly active employees have some kind of understanding about the internal social media tools and the benefits. The benefits were seen in some ways and the activity came up from them. Yammer was officially launched but only few had some kind of understanding of the benefits with the internal social media. Those people who had some kind of understanding have more intrinsically took Yammer into use. They had found the curiosity that motivated them to try and use new things. The curiosity was related to autonomy and in their past. The use was not compelling and the use of Yammer came up from their selves.

*Internal and external social media works really close together. We are very active in Instagram, Facebook, LinkedIn and those kind of channels. And we push the content through those channels and we use the same content in Yammer, so that kind of stuff is active.*

## 5.4 Inactivity

Among some interviewees the inactivity was more noticeable than activity. There were several explanatory factors to inactivity. One factor was the ego-question between the users. Some people have a need to assert themselves even though they are not right.

*Sometimes the sense of belonging is missing. People have to show that they have some knowledge and that they are experts, and the genuineness of dialog is disappearing.*

However, some of people were internally motivated but due to their daily duties the time was not enough for Yammer. It was not integrated with the daily work.

*I am try to be active but I have to say that, there are always more urgent things every day, it looks like so I don't have so much time. I have promised to myself to be more active but it is difficult to find that time so I think I have posted something once or twice.*

It was able to find out that fact the Yammer was mainly unconnected part. It should have been more connected and implemented to everything. It was already described that only few were partly active in Yammer. The activity and inactivity depended a lot on employees' tasks in the organization.

The most important fact in inactivity was to find the critical mass. None of the interviewees knew the answer to how the critical mass can be achieved and it was seeing as a challenging reason. This arise also the lack of commonly mindset towards the internal social media.

*A survey included about 950 pages of free comments about how can we push the collaboration. We have tools like have like Yammer but we are missing the*

*mindset and the critical mass. You can have a lot of sophisticated tools and there is a huge a potential to simplify our work, but we don't have the mindset to use it in a best way.*

The mindset was lost, because the critical mass has not been reached yet in the use of Yammer. The social media tool was launched in the beginning of the year, and only few were partly active users. The use of internal social media was however not technically difficult. Of course, the average age was relatively high and the cause, but the biggest interpretative factor was the mindset which came from one's selves. So, everybody had visited Yammer because it was definition policy from the organization.

## 5.5 Common identity

To create a common identity in internal social media, it requires a fact that someone needs to work as a train by pushing it forward all the time. This was especially highlighted with a common culture. The supervisors could work as a train in short term, unless the common culture will be achieved in the long term. To create a common culture it will take a long time, but it was seen as a relevant issue in the organization. However, the starting point for the common culture was common identity and in this way the common strategy from the supervisors' point of view.

*From the leader's perspective, you need to communicate the strategy constantly. Why are we doing this, because of this and this, and this is linked to strategy in this way. You can do it in verbally or team meetings but why you wouldn't do it in the social media?*

To create a common identity it was seen to require a common strategy. Of course, the internal social media was officially launched from the organization perspective but the supervisors have to work as a train by pushing the internal social media forward all the time. They had to take more practical grip on Yammer and show the use of it more by their own examples. And in this way, the meaning of a company's strategy is emphasized. The company has created the strategy but the practice with the strategy was lost in some way.

In addition to immediate supervisors, to achieve the common identity with the help of internal social media tool was that how the culture in the company is formed.

*From the employee perspective the internal social media is a great culture transformation aspect.*

It can be seen that the value of the internal social media needs to be unified. Before achieving the common identity, the internal social media must achieve a value that it would be a part of employees' daily work. Therefore, it would require such an integrated social media culture in order to achieve the common identity. One of the major thing in building the common culture and identity was knowledge sharing.

*Please share your experience and knowledge in Yammer that others would see the benefit and learn from you. This informal chat would help people to find the synergies.*

The builder of the common identity was knowledge sharing. The knowledge sharing was related to peoples' competence and in that way to general the relatedness. Courage to share one's own knowledge would be the key factor to achieve the common identity with the help of internal social media.

## **6 Conclusions**

The research problem was employees' engagement to internal social media tool Yammer, and in that way to find out the self-determination factors that affect human behavior when engaging in something. The weaknesses are employees' rush at work and from the organizational perspective to find the critical mass. Thus, the research questions were the following:

**What factors affect self-determination when using internal social media?**

**What factors promote self-determination when using internal social media?**

**Which factors cause inactivity on internal social media?**

**Which factors cause activity on internal social media?**

**With the help of internal social media what factors contribute to achieving the common identity?**

The aim of the questions was to find the answers from the theory and analyzed interview data. The answers to the following three questions came up from the interviewed data. The conclusions for each research question will be introduced next.

The factor that affects to self-determination was the lack of relatedness which was related to people's daily rush. The daily duties were not implemented on internal social media and most people did not feel the genuine communication in internal social media. Another factor that would promote the self-determination was competence which came up through the employees' previous experience or past and duties. Autonomy was also seen as part of a self-determination promoting factor because those who had the previous experience used the internal social media if they only had time.

The activity on social media affected the factors that were also partly related to self-determination. The main issues were the topics and duties that were related to one's own work. The factors that affected activity were also the topics that were related to one's own work and colleagues. The external factors had only a small effect on each activity. The use of internal social media came from the persons themselves and the internal education with internal social media could only raise their activity that was not otherwise active on internal social media.

There were several aspects that affected inactivity. The ego-question and the lack of mindset were seen as the main factors. This was also seen as the lack of common identity and common social media culture. The company has not clearly achieved the critical mass that the internal social media could serve all the employees'.

The employees are generally aware of the role of internal social media. They know its general purpose but only few have seen the benefits and use it spontaneously. The engagement is disconnected. Based on this study, it can be concluded that Company X is aware of internal social media opportunities and the employees are interested and enthusiastic about its opportunities. However, based on the research results the biggest challenge is to achieve the critical mass and the mindset. It would require a

common identity and culture that could be built with good strategy including its implementation.

## **7 Reflection**

This chapter describes the reliability of this study and how the factors related to reliability are realized in this thesis. Additionally, a further study is proposed to Company X. Own learning and professional development process is reflected to the thesis and it will be described finally. The aim of this study was to obtain the answers to the research questions and research problem, and it was done successfully. According to the results Company X has received the clarity and confirmation about what factors affect to people's self-determination, what kind of impact the internal social media has in Company X, and as well as what factors influence to people's engagement.

### **Reliability inspection**

The purpose of the study was to produce as reliable and useful information as possible. The credibility came from the interview material. There were eight interviewees and each of them confirmed their answers.

The self-determination as a subject is quite rare in business. It has been discussed more in the psychology and in human learning. Company X wished that the theory behind this study would be the self-determination theory instead of the communication theory. They wanted to know how people could engage better and more independently as well as what factors affect to their engagement. The interviews were anonymous according to the company's confidentiality agreement and by interviewees' wishes. The reliability of the results was related to the fact that the interviewees were able to answer honestly because they knew that their names will not be published. Additionally, the results began partly repeat themselves.

The improvement would be to gather more material. If the work will be published public, the concrete benefits would be easier to see. In the interview situation the interviewees could also be divided by their job description and this could be taken into account in the study. The alternative would also be to carry out the study with qualitative research with the help of a survey.

The theory in the background supported the empirical part well. The information was quite hard to find from articles but it was easier to find from books. In addition, the interview questions were designed according to the theory and interviewees. The limitation was to find the reliability in this study. Despite the saturation the results cannot be generalized. This is due to the demarcation of the research subjects. The saturation was achieved but in order to make the research more generalized the interviews should have been done to a wider group in the organization.

To increasing the reliability the self-determination factors are same with all internal social media tools. The difference is in the people's mindset and not in the technical properties of the social media tools. The mindset is an important intrinsic fact that is related to people's attitudes and to encountering new things. The reliability of the study could also be increased by adding another research method. This would obtain a triangulation and it would be possible to compare the results or interpretation. The research was carried out with the help of skype-connection and the reliability would rise if the interviews could have been conducted on the spot. The interviewees were located globally due to the organization. The study shows what factors affect to people's engagement in the internal social media.

### **Own reflection**

The thesis process started at the beginning of this year when I received the subject from Company X. When we tailored the subject together, I started to do the research independently. The subject was pleasing from the beginning and the schedule stayed quite well on time. To find the focus of the subject and the subject itself as well as to create the research questions were the most challenging parts. The questions had to

be such that people can give the relevant information what is needed to clarify the problem.

The thesis was carried out successfully, even though there could have been more interviewees. The research topic was interesting because my studies have partly focused on the psychological issues on the human resource management.

### **Further research**

In the further research the interviewees and the topic could be divided most accurately. It could be interesting to make a research from the organizational culture point of view by using communication theory as the base for the study.

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## Appendices

### Appendice 1. Interview questions

#### Background

Can you describe what is your position, what are your main responsibilities and how long have you worked for Company X?

What are the things that motivate you in your work?

What kind of role does the social media have in your life?

Are you active in the company's internal social media? What channels do you use and for what purpose?

#### Internal social Media

How do you feel towards the internal social media?

Do you use Yammer or have you used it?

Have you used any another internal social media channels?

How would you describe the internal social media that you have used?

What are the advantages or disadvantages that you have experienced using the internal social media?

#### Intrinsic Motivation (Relatedness)

Have you experienced a sense of belonging within the internal social media use?

How it has affected your own internal social media use?

Has the use of social media brought colleagues or managers closer to a common identity?

### **Intrinsic Motivation (Competence)**

How would you describe your own skills to use internal social media?

How do you use internal social media?

What are your strengths and weaknesses in using internal social media?

If you don't use the internal social media, what kind of support would you want in using it?

What kind of skills would you expect from other users of Yammer?

Could you list some concrete examples of things that should be found on Yammer so that it would serve all users?

### **Intrinsic Motivation (Autonomy)**

How did you take Yammer into use?

Has it been slow or resisting?

How easy is it to produce contents for internal social media?

Do you feel that the use of Yammer comes from yourself or does it come from outside?

### **Extrinsic Motivation**

Is there some external factors that motivate you to use Yammer?

How do these factors affect your own use of Yammer?

What factors would motivate people to use Yammer?

Is there anything else that you would like to add regarding this topic?